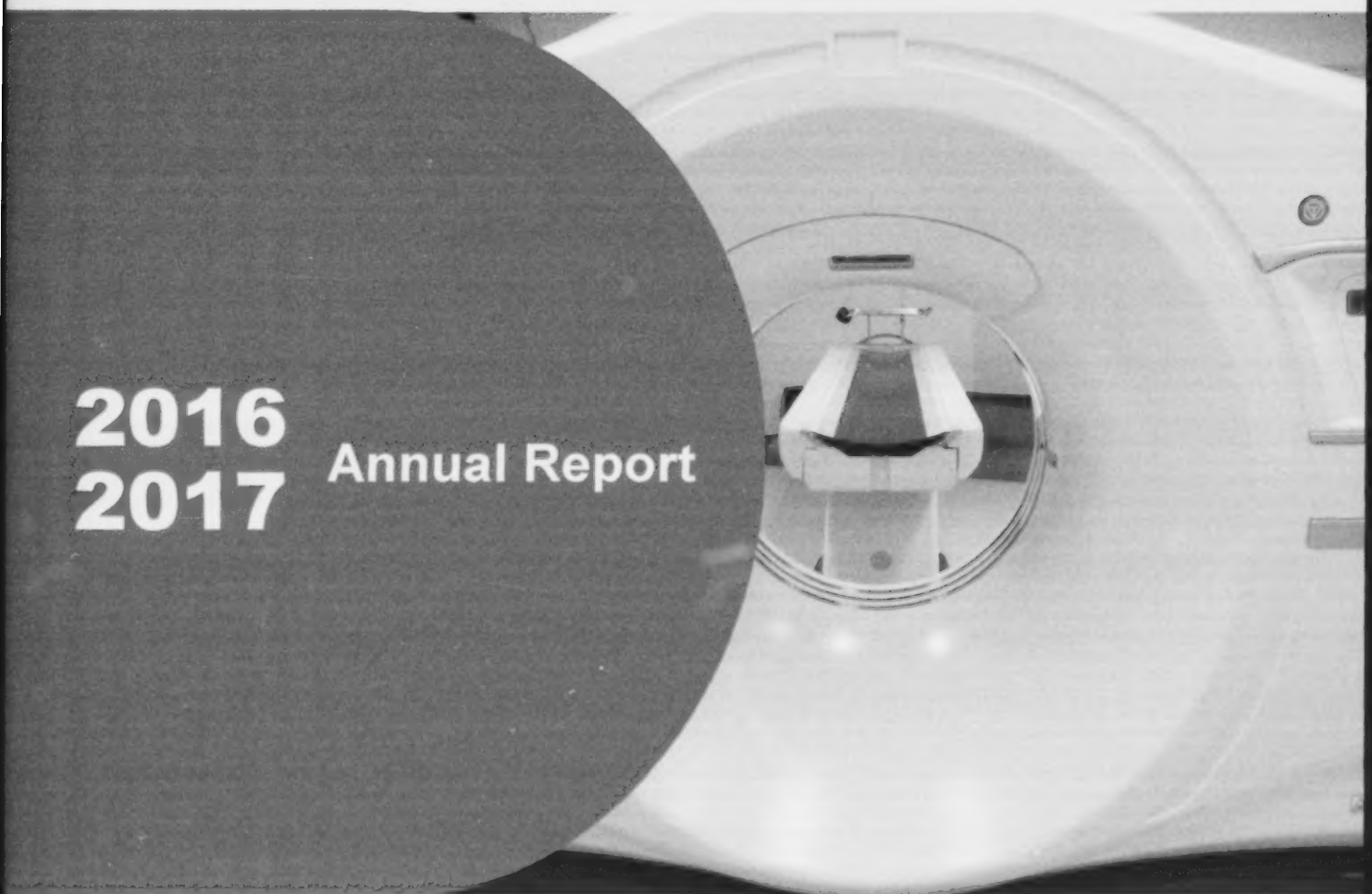
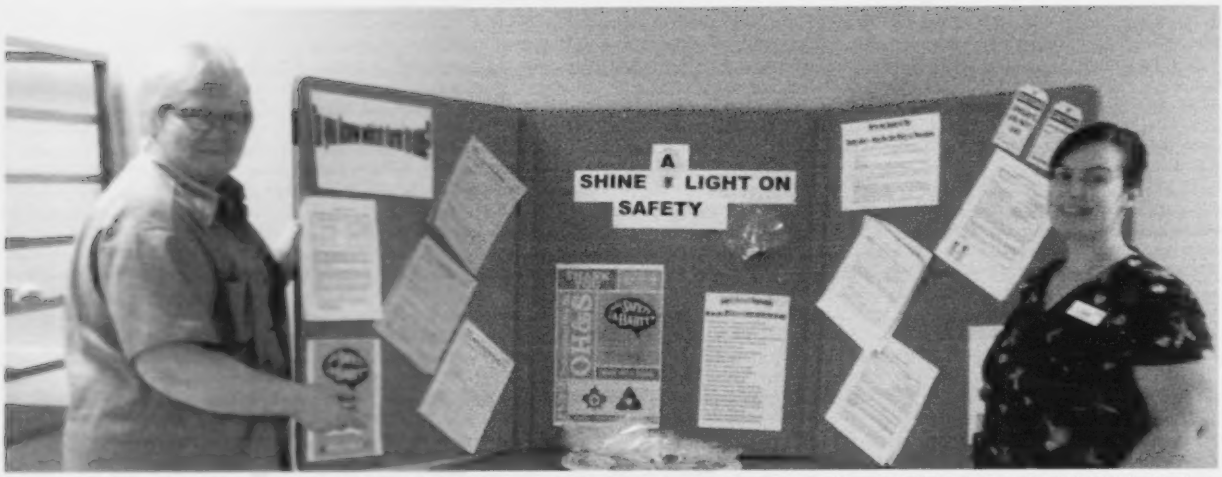
Sunrise
HEALTH REGION



2016 2017 Annual Report

Working together… for healthy people in healthy communities



Staff at the Yorkton Regional Health Centre and their North American Occupational Safety & Health (NAOSH) display

Table of Contents

LETTER OF TRANSMITTAL	1
INTRODUCTION	3
WHO WE ARE	5
OUR HEALTH PARTNERS	19
OUR REGION	22
MAJOR EVENTS AND MITIGATED RISKS	28
PROGRESS IN 2016-17	33
FINANCIAL OVERVIEW	39
SUPPORTING DOCUMENTS	40
PAYEE DISCLOSURE LIST	41
MANAGEMENT REPORT	59
2016-17 FINANCIAL STATEMENT	60

To view a copy of this report online, visit our website at www.sunrisehealthregion.sk.ca, under the Strategy and Innovation/Reports and Studies tab on the home page.

Hard copies of the Annual Report are available at Sunrise Health Region's Executive Office:

Park Unit (Yorkton Regional Health Centre campus)
270 Bradbrooke Drive
Yorkton, Saskatchewan S3N 2K6

or call (306) 786-0100

* *On the cover: The new CT Scanner at the Yorkton Regional Health Centre*

Letter of Transmittal

July 10, 2017

The Honourable Jim Reiter
Minister of Health, Province of Saskatchewan
Room 302, Legislative Building
2405 Legislative Drive
Regina, SK S4S 0B3

Dear Minister Reiter:

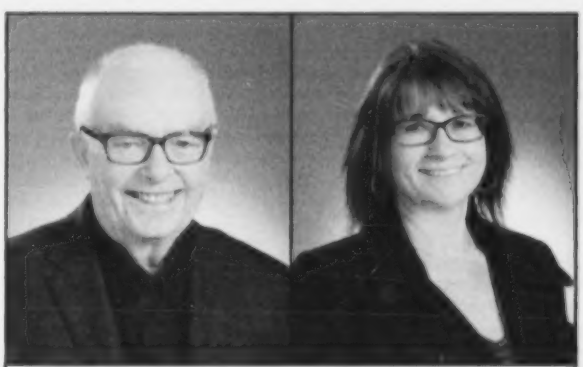
The Sunrise Regional Health Authority is pleased to provide you and the residents of the health region with our 2016-2017 Annual Report.

The report provides the Regional Health Authority approved audited financial statements of the region for the year ending March 31, 2017. The report also outlines the region's activities and accomplishments for the period. We are pleased in this report to provide indicators of our performance taken from our Strategic Visibility Wall. These indicators were monitored and updated throughout the year by the Sunrise Regional Health Authority, measuring progress in achieving the goals set out in our Strategic Plan. Our Strategic Plan aligns with the Government of Saskatchewan – Ministry of Health goals of transforming health care and improving access to a health system that provides Better Health, Better Care, Better Teams, and Better Value to individuals in our region and throughout the province.

Respectfully submitted,

Dave Schappert, Acting Chairperson
Sunrise Regional Health Authority

Christina Denysek, Interim President & CEO
Sunrise Health Region



Board Acting Chairperson, Dave Schappert &
Interim President & CEO, Christina Denysek

Introduction

Annual Report Overview and Basis for Preparation

This Annual Report is a legislated requirement and presents the Sunrise Regional Health Authority's activities and results for the fiscal year ending March 31, 2017. The data in this report is taken from the "Regional Strategic Visibility Wall" which is a reporting tool used by the Sunrise Regional Health Authority to track alignment and course correction towards the targets set out in the health region's "2012-2017 Strategic Plan" and in the Ministry of Health's "Saskatchewan Health Plan". The indicators in this 2016-17 Annual Report are taken from these tools with health indicators compiled by the Medical Health Officer from provincial and national studies. The information provided in this Report is the most recent available to the health region when it was prepared and is intended only for informational purposes.

Provincial Strategic Priorities for the Healthcare System

The Sunrise Regional Health Authority was guided this past year by the 2016-17 Ministry of Health Plan. Both the plans and information about Strategic Planning for the Saskatchewan health care system are available on the government website:

http://www.finance.gov.sk.ca/PlanningAndReporting/2016-17/HealthPlan1617.pdf

Sunrise Health Region's principles are:

- **Culture of Safety**
- **Client and Family Centred Care**
- **Continuous Improvement**
- **Think and Act as One System**

Accountability Document

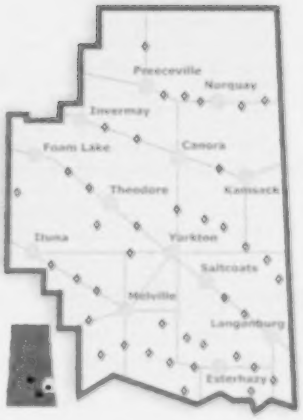
Each year the Saskatchewan Ministry of Health issues an Accountability Document, which is specific to each health region and provides specific provincial direction, performance expectations, and the accountability framework that regional health authorities (RHAs) follow for the upcoming fiscal year.

Strategic Deployment

All staff in Sunrise Health Region support development and monitoring of our strategic plan. Annual operational plans (called A3's) for all portfolios are created to operationalize our strategic plan. Performance targets and metrics further align all program/service departments with daily visual management and monitoring of progress during team huddles at "Connecting Teams for Excellence" walls located in each program/service area. The Regional Health Authority receives monitoring reports throughout the year to track strategic execution. Weekly "Regional Wall Walk" presentations take place at each public Regional Health Authority meeting and Physician Advisory Committee meeting. The "Regional Strategic Visibility Wall Walks" are open to all members of the staff and public. All in attendance have the opportunity to ask questions of the Executive Leadership Team on direction and course correction related to regional metrics.

Who We Are

Sunrise Health Region is one of 12 health regions in the province of Saskatchewan, guided by specific directions in the Accountability Document for the prudent and ethical use of public funds. The mission of the Sunrise Health Region is ***to improve the health and well-being of individuals and communities through leadership, collaboration and the provision of high quality health services.***



The "Sunrise Regional Health Authority" is the legal name of the governance body otherwise referred to as "the Board". "Sunrise Health Region" refers to the geographic region, employees, programs and services.

In support of this mission, our Board, management, physicians, staff, and volunteers strive to abide by the values of:

Collaboration...
We act as one united team providing the best care possible.

Courage...
We act courageously in relentless pursuit of safety and excellence.

Compassion ...
We listen to customers and then act and deliver services with compassion, care and respect.

Creativity...
We strive for innovation.

Commitment...
We commit to integrity, honesty and accountability.

The mission and values of the health region are devoted to achieving our long-term vision: ***Working together... for healthy people in healthy communities***.

The Sunrise Regional Health Authority provides staff with direction in the form of board-approved strategic goals, which mirror the Ministry of Health and Healthcare System Plan for 2016-17, focusing on making improvements to the health of the population, individual care and financial sustainability.

The strategic goals of Sunrise Health Region and the province are:

Better Health
Better Care
Better Teams
Better Value

Governance and Transparency

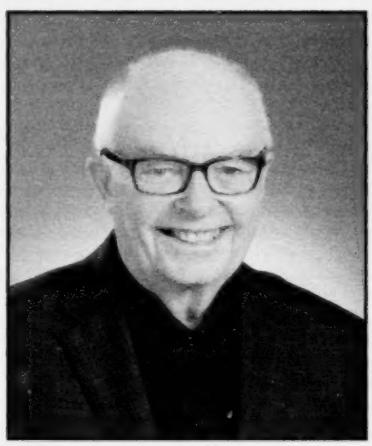
As authorized by *The Regional Health Authorities Act*, the provincial government appoints to each region a governance body and names a chairperson and vice chairperson. The "Sunrise Regional Health Authority" (SRHA), which is the formal title, governs Sunrise Health Region. Often this governance body is referred to as the "Board" or the "board members". New appointments and re-appointments occurred in the fall of 2015 for three-year terms.

The RHAs in Saskatchewan each have representation on the provincial Governance Committee, which plans board education events. The Governance Committee developed a provincial governance manual used by the health regions as a resource of best practices in healthcare governance. Communication with the Minister of Health, Minister of Rural and Remote Health, and the Deputy Minister of Health occurs through a variety of methods including face-to-face meetings. The Board Chairperson and our President and Chief Executive Officer represent Sunrise Health Region at these meetings several times a year.

The Sunrise Regional Health Authority continues to focus on the goals outlined in the 2012-2017 Strategic Plan. This Plan aligns with the Ministry of Health's priorities for healthcare planning. Saskatchewan uses a collaborative method of strategy development and deployment with the goal for all health regions to "think and act as one" to focus and finish strategies with the potential to affect health outcomes for the better.

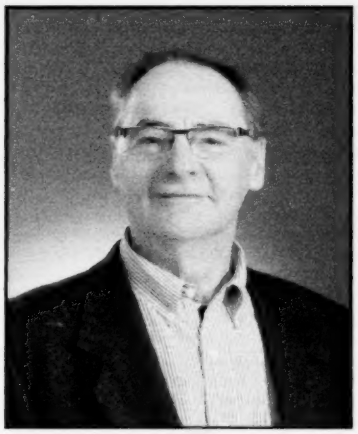
2016-17 Board Members

Don Rae
of Yorkton



Dave Schappert
of Langenburg

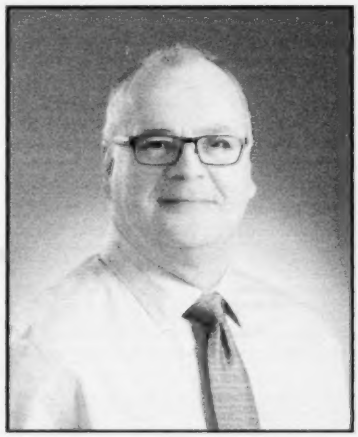
Shirley Wolfe-Keller
of Invermay



Gordon Gendur
of Yorkton

Deborah Schmidt
of Yorkton

Garth Harris
of Preeceville



Glenn Leontowich
of Ituna

Board Committees (as of March 31, 2017)

Appointment of board members to provincial and regional committees are considered annually.

Human Resources Committee - Dave Schappert (Chair), Gordon Gendur, Don Rae, Deb Schmidt
Community Health Advisory Committees - Dave Schappert (Chair), Glenn Leontowich, Don Rae
Quality & Safety Board Committee/Sustainable Governance Quality Improvement Team - Don Rae (Chair), Garth Harris, Shirley Wolfe-Keller
The Health Foundation of East Central Saskatchewan - Shirley Wolfe-Keller
Regional Ethics Committee - Garth Harris
Practitioner Liaison Council - Dave Schappert, Don Rae
Governing Council - Don Rae

Our Leadership

Suann Laurent
President and CEO

Suann has been involved in the health care system for 30 years. Throughout her career, Suann has held a number of senior positions and has worked in a wide variety of nursing practices.

Suann graduated with a nursing diploma from the Health Sciences Centre in Winnipeg, Manitoba, and holds a Bachelor of Science degree in Nursing from the University of Saskatchewan. She is a graduate of the University of Saskatchewan, College of Commerce and has her Masters in Health Studies-Leadership from Athabasca University. Suann has also completed her Lean Leader Certification.

Suann holds active registration status with the Saskatchewan Registered Nurses' Association and has professional affiliation with the Canadian Council of Nursing, the International Council of Nursing, and is a member of the Canadian College of Health Leaders. Suann is actively involved in numerous Saskatchewan Ministry of Health committees. She is the past Chair of Accreditation Canada's National Surveyor Advisory Committee. She has extensive experience accrediting health systems in Canada and internationally.

Suann was seconded to the Ministry of Health, Provincial Transition Team on January 26, 2017.

Christina Denysek
Interim President and CEO

Christina began her career as Executive Director for Canora Home Care and has held a variety of senior leadership positions through the health system changes and within the boundaries of the Sunrise Health Region. She was appointed to Interim President and CEO from the position of Vice President of Strategy & Partnerships, effective January 26, 2017.

Christina graduated from the University of Regina with a Bachelor of Administration, a Masters Certificate in Health Systems Management and a Masters of Public Administration. She is a Certified Health Executive and a LEADS Specialist with the Canadian College of Health Leaders, as well as a Certified Lean Leader.

She is a champion of the Saskatchewan Leadership Program and was an inaugural member of the teaching faculty. Christina is actively involved in numerous provincial health system committees and served as Co-chair of the Joint Health Human Resources Committee.

Roberta Wiwcharuk
Vice President of Integrated Health Services

Roberta has worked as a Medical Laboratory Technologist, X-ray Assistant and a Registered Nurse. Her management positions have included Health Services Manager, Director of Health Services and currently the Vice President of Integrated Health Services.

Roberta graduated with a diploma in Medical Laboratory Technology and X-ray Assistant from the Red River Community College in Winnipeg, Manitoba. She graduated with a nursing diploma from the Brandon General Hospital School of Nursing in Brandon, MB and has a Bachelor of Science in Nursing degree from the University of Saskatchewan. Roberta completed the Saskatchewan Institute of Health Leadership Program and has also completed the Lean Leader Certification. Roberta holds an active registration with the Saskatchewan Registered Nurses' Association.

Sandra Tokaruk

Vice President of Integrated Primary Health Services

Sandra Tokaruk has been involved in the health care system for 36 years. She holds a degree in Human Service Administration. Sandy was also a participant and coach in the Saskatchewan Institute of Health Leadership and completed the SAHO Management Competencies for Health Personnel course and has received her Lean Leader Certification through the Saskatchewan Management System. Sandy was a front line Licensed Practical Nurse for many years in several locations and in many practice settings. She transitioned into management and has held manager positions in Long Term Care and Primary Health Care; she has also been a Director of Primary Health Care and is currently the Vice President of Integrated Primary Health Services. Sandy spent several years as the Registrar of the Saskatchewan Association of Licensed Practical Nurses. She has been involved in many provincial and national health initiatives, projects and committees.

Sandy Retired from Sunrise Health Region on March 31, 2017.

Lorelei Stusek

Vice President of Corporate Services

Lorelei began her career as an accountant and moved into health care into the position of Chief Financial Officer with the Assiniboine Valley District Health Authority in Kamsack. In 2002, she became Vice President of Corporate Services with the Sunrise Health Region.

Lorelei graduated from the University of Regina with a Bachelor of Business Administration and the Executive Leadership Program. She is a member of the Provincial Chief Financial Officer forum, Provincial Chief Information Officer forum, Provincial 3sHealth working committees as well as numerous clinical systems steering committees. She holds membership with the Canadian College of Healthcare Leaders, the College of Healthcare Information Management Executive and the Healthcare Information and Management Systems Society. Lorelei is also a Certified Lean Leader.

Dr. Phillip Fourie

Vice President of Medical Services/Senior Medical Officer

Dr. Fourie has practiced family medicine in Yorkton for over fifteen years, arriving in 1999 from South Africa where he completed his medical degree at the University of Stellenbosch in 1995. Dr. Fourie also holds a Diploma in Anesthesia from the College of Medicine of South Africa. He furthered his education in Health System Quality Improvement at Inter-Mountain Health Care and is a certified Lean Leader. Past-president of the Saskatchewan Medical Association, Sunrise Health Region Medical Association, former Chief of Family Medicine, and Saskatchewan Medical Association board member from 2005-2012, Dr. Fourie has served on several regional and provincial committees since 2000: Primary Care, e-Health, Pharmacy Information Program, Recruitment, Ethics and Citizen portal. Dr. Fourie commenced his duties of Senior Medical Officer for Sunrise Health Region on October 15, 2012 and continues to work as a family physician in Yorkton.

Trent Szabo

Interim Vice President of Strategy & Partnerships

Trent has been in the health system for just under 20 years and began his career in Human Resources with East Central Health District. His management positions have included the roles of Human Resource Officer, Director of Payroll & Benefits, Director of Staff Services and currently the Interim Vice President of Strategy and Partnerships.

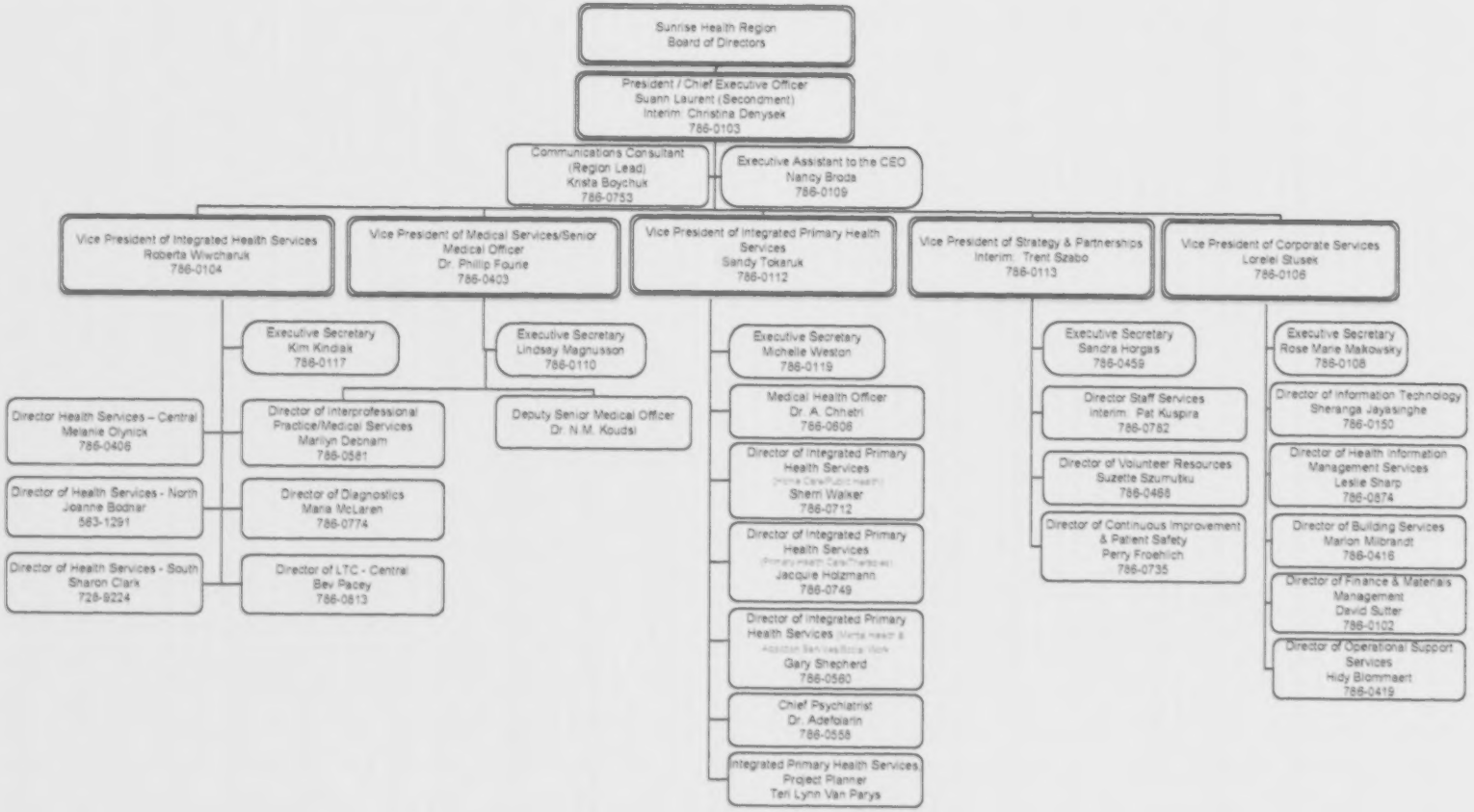
Trent graduated from the University of Saskatchewan with a Bachelor of Commerce degree and has furthered his education with a Graduate Diploma in Management and a Master in Business Administration, both from Athabasca University. He is a Certified Lean Leader and has been involved in numerous provincial health system committees and working groups concentrating on human resources, labour relations, payroll, pensions and employee benefits.

Organizational Report - CEO Direct Reports

As of March 31, 2017

Organizational Report - Executive Leadership

As of March 31, 2017



CHAC Members Connie Rosowsky, Kaylie Bowes, Alison Thomsen, and Devin Klapatiuk with Volunteer Co-ordinator for the North, Kathy Brodie and RHA member Dave Schappert

Public Transparency

Regional Health Authority

Sunrise Health Region lists the dates, times and locations of all public Regional Health Authority (RHA) meetings on its website. Members of the public and area journalists are welcome to attend and observe the meetings. Members of the public can also contact the region and request to be included on the meeting agenda and make presentations to the RHA. All decisions of the RHA are made during the public portion of meetings.

Once approved, the RHA posts the minutes of its meetings on the website. The minutes are public documents, as are the Strategic Plan and this Annual Report. Hard copies of the Annual Report can be obtained at the region's administrative office in Yorkton. Subsequent to all RHA meetings, the region distributes, to staff and to all local media outlets, a newsletter summarizing the meeting's highlights called the *BoardBrief*.

Community Health Advisory Committees

Community Health Advisory Committees (CHACs) provide an ongoing opportunity for community members to share their thoughts and provide suggestions to address important issues that impact the health of communities in our region. CHACs provide community feedback to the RHA in the areas of program and service development and delivery, health issues, needs and priorities, access to health services, and promotion of health. CHAC members are members of the public appointed by the RHA. Prospective members may be self-recommended or recommended by existing CHAC members, community groups or individuals, and are expected to complete a declaration of interest. At least three meetings occur per year, including one plenary meeting.

CHAC Committee Membership:

Area 1: Breanna Bland (Kamsack), Kaylie Bowes (Kamsack), Brayden Fatteicher (Kamsack), Charles Goosen (Hyas), Chloe Irvine (Kamsack), Ken Kaban (Foam Lake), Patricia Kachman (Hyas), Michael Kaminski (Invermay), Devin Klapatiuk (Kamsack), Agnes Murrin (Preeceville), Linda Osachoff (Canora), Connie Rosowsky (Kamsack), Allison Thomsen (Kamsack), Lexie Tomochko (Kamsack), Andrea Verigin (Kamsack), Mikayla Woloshyn (Kamsack)

Family Representative at Rapid Process Improvement Workshop #15

Area 2: Deb Cook (Yorkton), Minnie Kuspira (Yorkton), Barbara Lang (Yorkton), Geraldine Peppler (Yorkton), Juanita Polegi (Jedburgh), Vi Schappert (Yorkton), Ella Sernowski (Yorkton), Carol Tamblyn (Yorkton)

Area 3: Brenda Becker (Churchbridge), Beatrice Boychuk (Ituna), Mildred Danylko (Calder), Lori Hutchison-Hunter (Melville), Judi Prier (Churchbridge), Monica Roussin (Esterhazy), Mark Stoll (Melville), Ruth Swanson (Churchbridge), Louise Thompson (Duff)

Client and Family Centred Care Regional Steering Committee

The region's focus is on advancing the philosophy of client and family centred care and, to that end, the region has recruited clients and family members to participate on a Client and Family Centred Care Regional Steering Committee. The intent of the committee is to lead, encourage and support the spread of client and family centred care throughout the region in all departments, services and levels of the organization. The committee identifies client and family centred care priorities for the region (in alignment with the Ministry of Health Patient and Family Centred Care framework) and develops action plans. Recruitment efforts continue for client and family advisors for the Steering Committee, ad-hoc working groups, representation on committees and client and family advisors for ongoing improvement work. In 2016-17, there were six client and family advisors on the Regional Steering Committee and many others involved in improvement initiatives in our region.

In addition to the Community Health Advisory Committees and the Client and Family Centred Care Regional Steering Committee, the health region also has public/external participants on the Regional Palliative Care Committee, Regional Spiritual Care Committee, Regional Ethics Committee, and Home Care Quality Improvement Committee. There are also Resident/Family Councils at all long-term care facilities in the region and public/external participants involved on our Rapid Process Improvement Workshop (RPIW) teams.

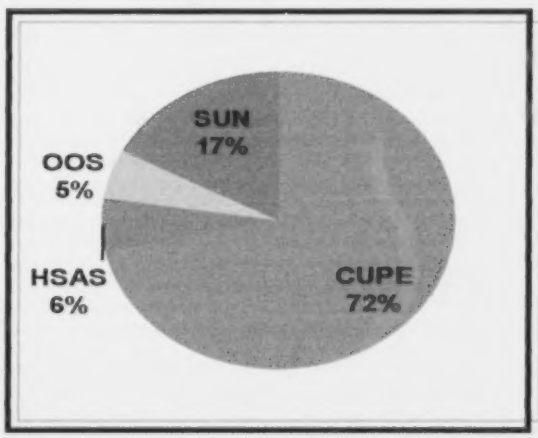
Our People and Services

Sunrise Health Region provides health services to the residents of 48 cities, towns and villages, 28 rural municipalities, and three First Nations in east central Saskatchewan – approximately 59,056 Saskatchewan residents in total.

As of March 31, 2017, the health region employed 2,938 staff members who provide and support health care within our 26 facilities, three leased properties, and through community-based services. The region's head offices are located in the City of Yorkton, which is the largest and the most central community in the region, and is the location of the regional health centre.

Sunrise Health Region actively recruits in all areas. As of March 31, 2017, the number of employees by union affiliation were:

- Canadian Union of Public Employees **(CUPE) 2,099**
- Health Sciences Association of Saskatchewan **(HSAS) 173**
- Out of Scope/non-union **(OOS) 156**
- Saskatchewan Union of Nurses **(SUN) 510**
- All employees **2,938**



The Canadian Union of Public Employees (CUPE) is the largest union in Sunrise Health Region. Sunrise Health Region does not have any employees represented by the unions SGEU, SEIU or RWDSU.

In the spring of 2016 the health region distributed the Report to the Community, an easy reference guide providing residents with contact information, information about new initiatives, and how to access services offered by the region. Featured items in the 2016 Report to the Community were: Accreditation, seniors supports, client and family centred care core concept videos, the Canora Collaborative Emergency Centre and Health and Wellness Centre, volunteers and partners, Long-Term Care purposeful interaction, remote presence technology in the region, Kamsack Family Resource Centre, and improved access to Mental Health and Addictions Services.

Services provided throughout the health region include a comprehensive range of health prevention/promotion, acute care, supportive and rehabilitative services, that are located in institutions, communities and people's homes. Below is a sampling of service volumes provided by Sunrise Health Region in 2016-17:

- 10,757 regional influenza vaccines were given for the 2016-2017 influenza season by both Public Health and the region's pharmacists. Staff Health administered 1,216 influenza immunizations to staff.
- 421 early visiting program maternal/newborn initial home visits in 2016 (all communities)
- 1,177 premises inspections by public health inspection
- 218 plumbing inspections and private sewage system inspections
- 100% completion rate for inspecting licensed category 1 facilities
- 204 animal bites followed up by public health; 306 hours required for investigation and follow-up
- 3,130 students in 23 schools participated in fluoride mouth rinse programs (92% participation rate)
- 32,041 hours of home care nursing service
- 53,358 hours of home care support and personal care
- 36,129 "meals on wheels" delivered
- 32,173 clients were seen in therapy programs (6,271 were new clients this year)
- 75,148 therapy visits
- 100,399 square meters of health care facilities cleaned and maintained each day
- 2,677 clinical and educational Telehealth sessions were delivered
- 55,726 emergency room visits occurred
- 38,585 x-ray exams, 3,037 mammography exams and 8,357 ultrasounds
- 7,399 emergency response calls
- 8,348 mental health visits, excluding psychiatry and addictions
- 668 newborns were delivered

Surgical Cases

	2013-14	2014-15	2015-16	2016-17
Actual Surgeries performed	2,887	2,989	2,865	2,807
Provincial Target for Sunrise	3,300	3,300	2,850	2,850

Sample Volumes and Costs

Service	2014-15 Volumes	2015-16 Volumes	2016-17 Volumes	2016-17 Cost Per Service	2016-17 Total Annual Cost
Hemodialysis Patients	438	449	442	$4,395.90	$1,942,987**
ER Visits (YRHC* only)	20,029	20,443	19,191	$152.30	$2,922,783**
CT Scans	5,039	4,867	5,869	$236	$1,385,068**

* Yorkton Regional Health Centre
**Rounded to the nearest one-hundredth

Our Buildings

Facility	*Address*	*Year Built*	*Square Footage*	*Acute Beds*	*LTC Beds*	**Other Beds*
Canora Gateway Lodge	212 Centre Ave. E. Canora	1972 1982 *r*	36,942		63	1
Canora Hospital	1219 Main St. Canora	1968	41,097	15		1
Esterhazy - Centennial Special Care Home	300 James St. Esterhazy	1969	33,217		52	1
Esterhazy - St. Anthony's Hospital, (affiliate)	216 Ancona St. Esterhazy	1966	23,013	14		
Foam Lake Health Centre	715 Sask. Ave. E. Foam Lake	1981	12,798			
Foam Lake Jubilee Home	421 Alberta Ave. E. Foam Lake	1966	26,490		49	2
Invermay Health Centre	303 4th Ave. N. Invermay	1958	18,202		25	1
Ituna Pioneer Health Care Centre	320 5th Ave. N.E. Ituna	1974	20,914		36	2
Kamsack Hospital & Nursing Home	341 Stewart St. Kamsack	1962 1994 *r*	77,350	20	61	2
Kamsack Public Health & Administration	359 Queen Elizabeth Blvd. E. Kamsack		7,000			
Langenburg Health Care Complex/ Centennial Special Care Home	200 Heritage Dr. Langenburg	1976 1995 *r*	35,941		45	2
Melville & District Health Centre (connects St. Peter's Hospital and St. Paul Lutheran Home)	200 Heritage Dr. Melville	2002	51,849			
Melville - St. Paul Lutheran Home (affiliate)	100 Heritage Dr. Melville	1962	78,738		128	1

**Other beds - includes respite, stroke program, transition and mental health beds* **r - Renovation/addition*

St. Anthony's Hospital in Esterhazy, St. Paul's Lutheran Home in Melville and ariel view of Yorkton and District Nursing Home and Yorkton Regional Health Centre

Facility	*Address*	*Year Built*	*Square Footage*	*Acute Beds*	*LTC Beds*	**Other Beds*
Melville - St. Peter's Hospital (affiliate)	200 Heritage Dr. Melville	2002	35,047	30		
Norquay Health Centre	335 East Road Allow. S. Norquay	1962	21,765		31	1
Preeceville & District Health Centre	712 7th St. N.E. Preeceville	1970 2009 *r*	46,145		43	7
Saltcoats - Lakeside Manor Care Home	101 Crescent Lake Rd. Saltcoats	1986	20,591		30	
Theodore Health Centre	615 Anderson Ave. Theodore	1986	19,278		19	
Yorkton Public Health	150 Independent St. Yorkton	1957	25,005			
West Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr. Yorkton	1962	16,432			
Pine Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr. Yorkton	1962	16,432			15
Park Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr. Yorkton	1962	16,432			
Prairie Unit - Yorkton Regional Health Centre	270 Bradbrooke Dr. Yorkton	1962	16,432			
Yorkton Mental Health Centre	270 Bradbrooke Dr. Yorkton	1962	42,847			
Yorkton & District Nursing Home	200 Bradbrooke Dr. Yorkton	1966 2005 *r*	169,424		211	16
Yorkton Regional Health Centre	270 Bradbrooke Dr. Yorkton	1959 1985 *r*	202,167	87		
TOTAL				**167**	**793**	**53**

**Other beds - includes respite, stroke program, transition and mental health beds* **r - Renovation/addition*

Our Health Partners

Affiliated Health Care Organizations:

St. Paul Lutheran Home, Melville; St. Peter's Hospital, Melville; St. Anthony's Hospital, Esterhazy

Affiliated with Sunrise Regional Health Authority are three faith-based facilities. St. Paul Lutheran Home is a 129-bed long-term care facility; St. Anthony's is a 14-bed hospital; and St. Peter's is a 30-bed hospital. (St. Paul and St. Peter's are located together with the Saul Cohen Family Resource Centre and community-based services in Melville, as part of the Melville District Health Centre). *The Regional Health Services Act* defines the financial and operational relationship of health regions and affiliates. Governed by its own Board of Directors, each affiliate appoints a facility administrator to oversee the facility's staff and management team. The three affiliates have chosen a relationship whereby they follow all policies and procedures of the region (that do not infringe upon the faith-based mandates of the organizations); human resources, finance and operational support services are fully integrated. The Sunrise Health Region and its affiliate partners produce a consolidated financial statement each year.

The Health Foundation

The Health Foundation is a non-profit organization led by a volunteer board of directors that raises money to purchase medical equipment for the Sunrise Health Region. The Health Foundation has several events each year including the Home and Cash Lottery, the Airwaves for Health Radiothon in April, the Charity Golf Classic in June, the Charity Road Race in August and the Gala Evening in Yorkton in October. In addition, the Health Foundation funds education awards to assist Sunrise employees in upgrading their clinical skills. The Sunrise Health Region President & CEO and a Sunrise Regional Health Authority board member are members of the Health Foundation's Board.

KidsFirst

KidsFirst is an early childhood development program, intended to provide vulnerable children with the best possible start in life, and to encourage nurturing and supportive well-functioning families and communities. The KidsFirst program provides home visiting services, early learning and child care spaces, mental health and addiction counseling, and other supports to families in need. Sunrise Health Region is the accountable partner through an agreement with the Ministry of Education, Early Years Branch, and provides supports and services to the local program.

Staff at St. Peter's Hospital in Melville

Emergency Medical Services

Sunrise Health Region provides emergency medical services, ambulance services, and first responder services to communities in the health region by a combination of contract ambulance services and region-owned services.

RHA owned and operated:

Esterhazy Emergency Medical Service
Ituna Emergency Medical Service
Langenburg Emergency Medical Service
Melville Emergency Medical Service

Privately contracted:

Canora and Preeceville Ambulance Care
Crestvue Ambulance Services (Yorkton and area)
Duck Mountain Ambulance Care (Kamsack, Norquay and area)
Shamrock Ambulance Care (Foam Lake and area)

Society for the Involvement of Good Neighbours (SIGN)

SIGN is a not-for-profit family and community service agency. SIGN's mission is to empower children, families and individuals to achieve lifelong success through programs and services that build strong children, strong families and strong communities. Their programming consists of education, transportation, mentoring, counseling and youth residential services. Sunrise Health Region has a contract with SIGN for services provided and an annual service agreement setting out the budget and terms and conditions.

Saskatchewan Abilities Council

The Saskatchewan Abilities Council works with people of varying abilities to enhance their independence and participation in the community through vocational, rehabilitation and recreational services. The Abilities Council became responsible for the governance of the Yorkton Mental Health Drop-in Centre on April 1, 2016, and extended the operating hours to Monday to Friday, 9:00 a.m. to 3:30 p.m. The Drop-in Centre, located at SIGN at 83 North Street in Yorkton, provides a common location and environment that focuses on programming that facilitates personal growth, support and community integration for individuals with mental health, special needs. Sunrise Health Region has a contract with the Saskatchewan Abilities

Council for services provided and an annual service agreement setting out the budget and expected program outcomes.

First Nations

The Sunrise Health Region Medical Health Officer connects at the provincial level with the Medical Health Officer for First Nations and Inuit Health. Sunrise Health Region continued contract agreements to provide Home Care services on Keeseekoose and Cote First Nations reserve. The region works in partnership with the Yorkton Tribal Council to support outreach services from Integrated Primary Health Care to The Key, Cote and Keeseekoose First Nations. Primary Health Care Clinics are scheduled regularly on-reserve, and are focused on offering services to support the health and wellbeing of all residents in the communities. The region also provides on-reserve therapies and mental health services.

The region became a member of The Saulteaux Pelly Agency Health Initiative in January of 2014, which includes representatives from the First Nation Communities, Sunrise Health Region, the College of Physicians and Surgeons of Saskatchewan, the Saskatchewan government and the Federal government. The purpose of the committee is to work together to achieve improvement in the holistic health of the communities. Through meetings with First Nations and Inuit Health, First Nation Communities and Sunrise Health Region, a collaborative approach to harm reduction strategies was established. Collaboration has aided in the development of the Stepping Stone Wellness Clinic, New Beginnings Outreach Centre, Kamsack Family Resource Centre, and the Saulteaux Healing and Wellness Centre, a 19 bed residential treatment centre located on Cote First Nation. The Kamsack Nurse Navigator position assists First Nations individuals in navigating the health system and links service users to supports both on, and off reserve. Looking forward, recruitment has begun for a new Nurse Practitioner position to enhance on reserve Primary Health Care services in the three First Nations communities.

3sHealth Shared Services

3sHealth provides province-wide shared services to support Saskatchewan's healthcare system. Working together with their partners, they find innovative solutions to complex problems to help create a sustainable system for future generations, placing patients and their families at the centre of all that they do and working with partners to improve quality and ensure patient safety.

The shared services 3sHealth provides include payroll and employee benefits administration for over 42,000 healthcare system employees, as well as joint contracting for goods and services. 3sHealth identifies and provides new shared service opportunities to support better health, better care, better value, and better teams.

3sHealth implemented five values that guide its work, priorities, and interactions with clients and stakeholders:

- Collaboration
- Innovation
- Integrity and trust
- Transparency
- Bold and courageous leadership

Active Aging Group in Norquay

Our Region

Demographics and Other Factors

In 2016, Sunrise Health Region had a total covered population of 59,056, an increase of 133 people from the population reported in 2015. The source for this information is the Saskatchewan Ministry of Health 2016 Covered Population document. The "Covered Population" lists the number of persons eligible for health insurance benefits in Saskatchewan with breakdowns by known residence code. If a person resides in a rural municipality, picks up their mail in a village, town or city, and only provides the Ministry of Health with a correspondence address, that person is assigned the residence code for the correspondence address, rather than for the rural municipality. The full document is available on the eHealth website https://www.ehealthsask.ca/health-data/covered-population.

Covered Population Statistics	2016	% of Total Pop
Yorkton	19,317	32.7%
Melville	5,172	8.8%
Canora	2,734	4.6%
Esterhazy	3,194	5.4%
Kamsack	2,125	3.6%
Foam Lake	1,535	2.6%
Preeceville	1,560	2.7%
Langenburg	1,493	2.5%
	37,130	**62.9%**
68 smaller towns, villages, hamlets and RMs	**20,019**	**33.9%**
Key, Cote, Keeseekoose First Nations	**1,907**	**3.2%**
TOTAL	**59,056**	100%

Yorkton Regional Health Centre's New Year's Babies, 2017

The region's population remains proportionately older than elsewhere in the province and one of the oldest in the country. Of the health region's population, 21% are over age 65 (provincially, 15.4%).

Other population characteristics from Statistics Canada 2011 data: the total Aboriginal population in Sunrise Health Region is 8.5%, the unemployment rate for persons 15+ years of age is 4.8%, and the proportion of those aged 25 to 54 years with post-secondary education is 50.4%.

As of March 31, 2017, Sunrise Health Region employed 2,938 people or 5% of the region's population.

Participants in a Rapid Process Improvement Workshop at the Yorkton Regional Health Centre

Health Status and Outcome Indicators

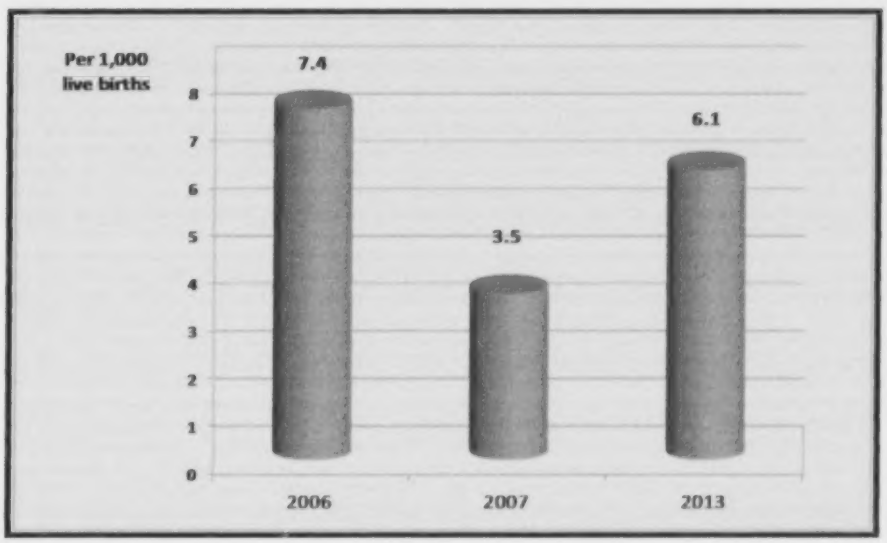
Health Status and Outcome Indicators

** Please refer to source documents for details on the indicators, the sources for their calculations and methodology. Source data for Statistics Canada can be found at www.statcan.gc.ca.

Infant Mortality

According to the Health Profile of December 2013 from Statistics Canada, the infant mortality rate for Sunrise Health Region was 6.1 per 1,000. According to data from the Saskatchewan Prevention Institute, this rate was 7.4 per 1,000 in 2006 and 3.5 per 1,000 in 2007. (see figure below)

Infant Mortality rates in Sunrise Health Region from 2006 to 2013

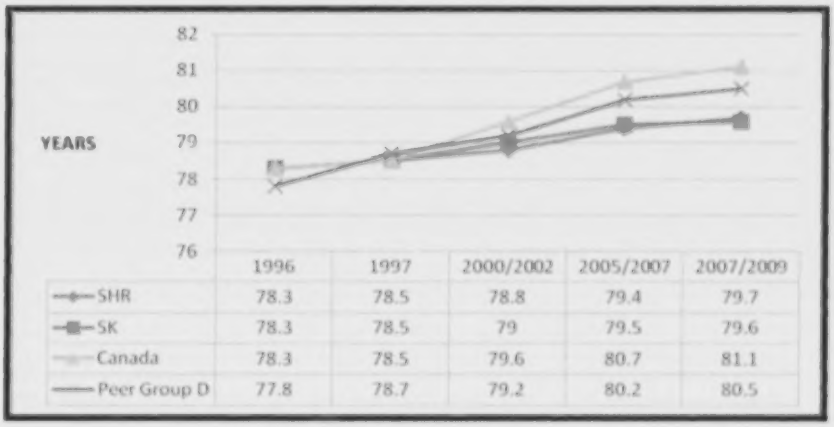


Life Expectancy

The figure below shows that in Sunrise Health Region, life expectancy at birth increased steadily from 78.3 years in 1996 to 79.7 years during the period 2007/2009. However, this increase has been below the average increase experienced in similar health regions, Saskatchewan and Canada. Further analysis has shown that since 2000, the difference in life expectancy at birth between Sunrise Health Region and Canada has been statistically significant. Compared to Saskatchewan, the difference was not statistically significant during both periods. Compared to similar health regions, the difference was statistically significant only during the periods 2005/2007 and 2007/2009.

Life expectancy at birth in Sunrise Health Region, Saskatchewan, Canada and Peer Group D health regions

(Source of data: Statistics Canada, CANSIM tables 102-0018, 102-0218 and 102-4307)



	1996	1997	2000/2002	2005/2007	2007/2009
SHR	78.3	78.5	78.8	79.4	79.7
SK	78.3	78.5	79	79.5	79.6
Canada	78.3	78.5	79.6	80.7	81.1
Peer Group D	77.8	78.7	79.2	80.2	80.5

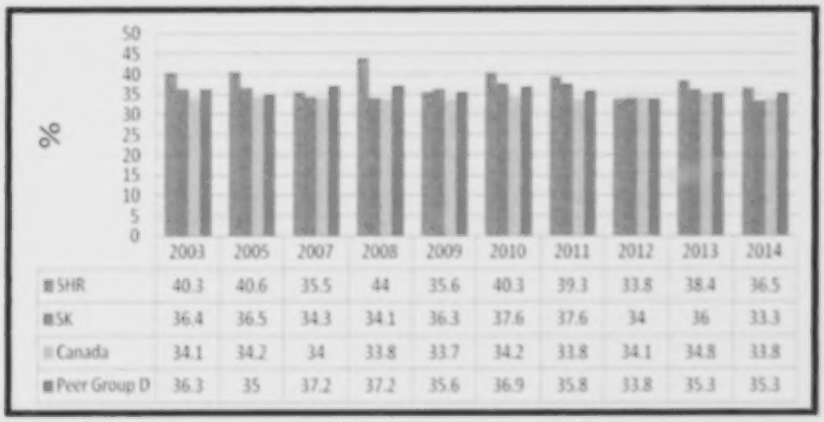
Overweight and Obesity

Body mass index is calculated as kilograms per metre squared. To calculate your own body mass = (your weight in kgs) ÷ (your height in metres) ÷ (your height in metres). According to the World Health Organization (WHO) and Health Canada guidelines, the index for body mass classifications are:

- less than 18.50 kg/m^2 (underweight);
- 18.50 to 24.99 (normal weight);
- 25.00 to 29.99 (overweight);
- 30.00 to 34.99 (obese, class I);
- 35.00 to 39.99 (obese, class II);
- 40.00 or greater (obese, class III)

Obesity has been linked with many chronic diseases, including hypertension, type 2 diabetes, cardiovascular disease, osteoarthritis and certain types of cancer.

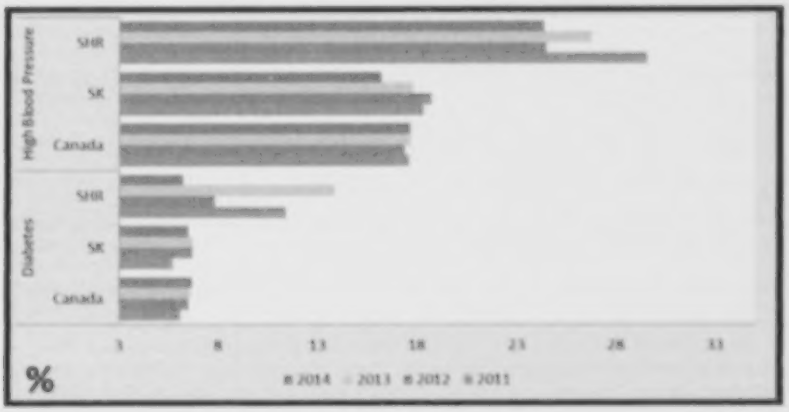
As shown in the figure below, the prevalence of adults who self-report as being overweight in Sunrise Health Region decreased from 39.3 % in 2011 to 33.8 % in 2012 and was comparable to rates from Peer Group D, Saskatchewan and Canada. However, in 2013 and 2014, it increased to 38.4% and 36.5% respectively.



	2003	2005	2007	2008	2009	2010	2011	2012	2013	2014
SHR	40.3	40.6	35.5	44	35.6	40.3	39.3	33.8	38.4	36.5
SK	36.4	36.5	34.3	34.1	36.3	37.6	37.6	34	36	33.3
Canada	34.1	34.2	34	33.8	33.7	34.2	33.8	34.1	34.8	33.8
Peer Group D	36.3	35	37.2	37.2	35.6	36.9	35.8	33.8	35.3	35.3

Proportion of the population who self-reported as diagnosed by a health professional having Diabetes and Hypertension, 2011 to 2014

(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



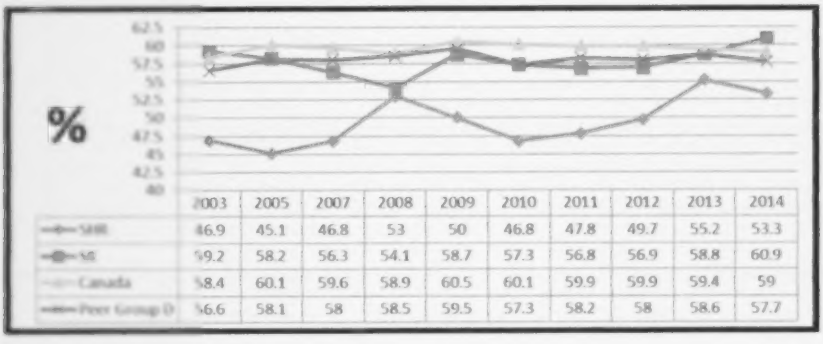
The figure above shows the population aged 12 and over who reported that they have been diagnosed by a health professional as having diabetes and high blood pressure. Compared to Canada and Saskatchewan, Sunrise Health Region has higher rates of both self-reported high blood pressure and diabetes.

Self-reported Health Status

Over the period from 2003 to 2014, approximately half of Sunrise Health Region residents rated their health as very good or excellent. This number has steadily increased from 46.8% to just above 55% between 2010 and 2013. However, in 2014 the figure dropped to 53.3%. During the same period, the proportion of Sunrise Health Region residents who rated their health as very good or excellent was less than Canada, Saskatchewan and Peer Group D health regions as depicted in the next figure.

Staff members and residents from Yorkton & District Nursing Home

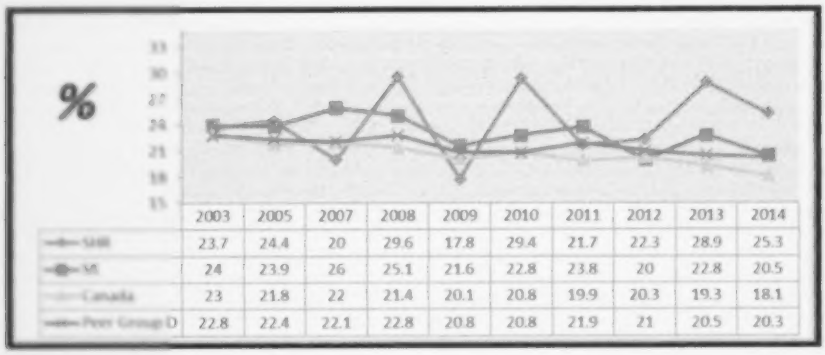
Proportion of population 12 years and above that rated their health as very good or excellent in Sunrise Health Region, Saskatchewan and Peer Group D health regions from 2003 to 2014
(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



	2003	2005	2007	2008	2009	2010	2011	2012	2013	2014
SHR	46.9	45.1	46.8	53	50	46.8	47.8	49.7	55.2	53.3
SK	59.2	58.2	56.3	54.1	58.7	57.3	56.8	56.9	58.8	60.9
Canada	58.4	60.1	59.6	58.9	60.5	60.1	59.9	59.9	59.4	59
Peer Group D	56.6	58.1	58	58.5	59.5	57.3	58.2	58	58.6	57.7

The following graph provides the proportion (%) of residents who self reported as current smokers (daily or occasional). In the Sunrise Health Region, this trend is gradually increasing from 21.7% in 2011 to just over 25% in 2014. Overall, the figure is comparable to Saskatchewan and peer group D. (Source: Statistics Canada, CANSIM table 105-0501)

Proportion of population who self-reported as current smokers (daily or occasional) Canada, Saskatchewan and Peer Group D health regions from 2003 to 2014
(Source of data: Statistics Canada, Canadian Community Health Survey, CANSIM table 105-0501)



	2003	2005	2007	2008	2009	2010	2011	2012	2013	2014
SHR	23.7	24.4	20	29.6	17.8	29.4	21.7	22.3	28.9	25.3
SK	24	23.9	26	25.1	21.6	22.8	23.8	20	22.8	20.5
Canada	23	21.8	22	21.4	20.1	20.8	19.9	20.3	19.3	18.1
Peer Group D	22.8	22.4	22.1	22.8	20.8	20.8	21.9	21	20.5	20.3

Major Events and Mitigated Risks

Smart IV Pumps

Throughout the region, staff working in acute care, long-term care, home care and emergency medical services now use Smart IV pumps. The Smart IV pumps were installed in 2016, and are used to deliver fluids, medication and nutrition to patients. The new pumps utilize a provincially established pre-programmed drug library with set minimum and maximum dosing limits. The pump alerts the health care professionals and will not allow dosing limits to be exceeded. The Saskatchewan health care system is among the first in Canada to implement this technology.

CT Scanner

On May 6, 2016, Sunrise Health Region celebrated replacement of the computed tomography (CT) scanner at the Yorkton Regional Health Centre. The new CT scanner images are more detailed due to the capacity for 128-slice scans, scans are faster which reduces radiation exposure for clients, a dual-head injector allows both contrast and saline to be injected at the same time which is a safer method for clients, and client comfort is enhanced with a scanner bed able to handle larger people in terms of both height and weight. Approximately 4,700 CT scans are completed each year at the Yorkton Regional Health Centre.

Speak Up! For Safety

Part of the Sunrise Health Region 2016-17 strategy was commitment to reduce staff harm from 2015-16 levels by 25 percent. The health region achieved a 30 percent reduction in TLR injuries (transfers, lifts and repositioning). The Saskatchewan Association for Safer Workplaces in Health recently highlighted Sunrise Health Region as a high performer in safety work. The health region has engaged in several Mistake Proofing Projects this past year whereby staff completed process reviews and produced strategies to eliminate errors, an example includes mistake proofing the sling inspections and lifts to prevent client and staff injuries. A process and decision tree were created to show health care workers when, and how, to report a safety concern. The "Speak Up!" campaign is another initiative from this year. The campaign seeks to encourage every staff member and client in knowing it is their right and responsibility to Speak Up! when something could result in an injury or harm to themselves or to someone else.

Grief and Bereavement

In April, the health region's Palliative Care Committee partnered with Bailey's Funeral Home and Leson's Funeral Home to provide free public and staff information and education presentations by Dr. Bill Webster, grief counselor, author, TV host and international speaker.

Kamsack Family Resource Centre

Kamsack Family Resource Centre

In November, 2016, the health region held an event to celebrate the work of the Kamsack Family Resource Centre, located at 241 2nd Street in the Crowstand Centre in Kamsack. The Centre allows families expecting a child or with children ages 0-5 years to participate in a variety of programs, free of charge, and provides a central location where families can connect with other families and access educational supports. Sunrise Health Region operates the Resource Centre in partnership with the Society for the Involvement of Good Neighbours (SIGN), KidsFirst Program and the Town of Kamsack. Many community-based organizations also work with the Centre to provide needed resources.

Age Friendly and Active Aging Collaborative

The region's population is proportionately older than elsewhere in the province and one of the oldest in the country. Programs, services and supports for older adults in our communities help seniors to maintain independence and enhance their quality of life. The Active Aging Collaborative is a partnership between Parkland Valley Sport, Culture and Recreation District and Sunrise Health Region, as well as community groups and volunteers. View the video on www.sunrisehealthregion.sk.ca under the section Education, Events and Links/Champion Your Health/Active Aging.

Preeceville Physician Coverage

Throughout 2016, the health region worked with Preeceville Town Council and the Preeceville Health Action Committee to stabilize and retain physician services in the community. The community reached full complement with Dr. Morteza Shahrestani, Dr. Catherina Meyer, Dr. Shamsher Singh, and nurse practitioner Dawn Kennedy accepting appointments at the Preeceville Primary Health Care Clinic located in the Preeceville & District Health Centre.

Program Guidelines for Special Care Homes

Education for all long-term care employees on the Program Guidelines for Special Care Homes and a family-resident survey were initiated in 2016 as part of a province-wide initiative. By March 31, 2017, 91 percent of all long-term care staff have viewed the nine video education modules and policies were operationalized to meet the Program Guidelines for Special Care Homes. Volunteers have received training to assist long-term care residents in completing a survey about the resident's experience in long-term care. A family survey was mailed to gather information about the experience of the family members of residents in long-term care.

Ribbon cutting for the new University of Saskatchewan Clinical Skills Lab

Nursing Clinical Skills Lab

The Nursing Clinical Skills Lab, a partnership between the University of Saskatchewan College of Nursing, Sunrise Health Region and Parkland College celebrated its grand opening on March 3, 2017. The lab provides students with a safe and controlled learning environment to practice their nursing skills before entering into clinical settings with patients. Adjacent to the lab is a new meeting room for students to use during debriefing sessions, with full video conferencing capabilities available for distributed learning, research and administrative purposes. The creation of an academic learning lab within the hospital allows for the shared use of Seymour, the remote presence communication robot that was introduced in the region in 2015.

16th Telehealth Site

Ituna Pioneer Health Centre became the sixteenth Telehealth site with video conferencing equipment used for clinical, educational and administrative services. Telehealth reduces travel costs for patients and health care workers and improves access to specialists as well as improving connection and communication across the health system.

Hand Hygiene

A concerted effort to increase hand hygiene compliance is achieving positive results. At the end of March the rate for hand hygiene compliance averaged 86 percent with some facilities having achieved 100 percent compliance. Hand hygiene audits are ongoing and when all aspects of proper hand hygiene are not completed, on-the-spot education is provided. Proper hand hygiene is essential to eliminate cross contamination and infections. Sunrise Health Region wants clients and their family members to know that it is perfectly acceptable to ask if your health care provider has washed their hands before your care.

Improvement Events

During 2016-17 the region held five Rapid Process Improvement Workshops (RPIWs) and two Mistake Proofing Projects (MPPs) in an effort to focus on priority areas and implement solutions in the workplace. As a result of the RPIWs, admission process time at the Yorkton Regional Health Centre was reduced by 35 minutes and patients are now transferred from acute care to program or stroke recovery beds at Jowsey House in a more timely manner. A five-day orientation process for new physicians was developed and implemented. Home Care now receives all of the necessary information about their clients that have received care in the emergency department. The external hiring process was improved, effectively reducing the time

from the closing of a posting to an employee being hired by 41 percent. Pharmacists and drug distribution technicians now work directly on the wards and interact first-hand with physicians, nursing staff, and patients, resulting in improved patient safety and understanding of medications prescribed. MPPs focused on completion rates of falls risk assessments resulting in a 100 percent completion rate and the lift inspection process, improving compliance by 78 percent.

St. Paul Lutheran Home

On September 8, 2016, the residents, staff and community in the Melville area gathered to celebrate the 90th anniversary of the St. Paul Lutheran Home. St. Paul Lutheran Home is an affiliate facility in Sunrise Health Region. The home was first built in 1926 with major renovation and additions in 1962. Over the years, a multitude of staff members, physicians, care providers and volunteers have come together in the single goal of providing a caring atmosphere for the 128 residents of St. Paul Lutheran Home.

Echocardiography Services

Echocardiography services became available in 2016 at the Yorkton Regional Health Centre. Echocardiography uses ultrasound technology to create images of the heart. This was a reinstatement of services, meaning, people in the region no longer had to travel to Regina or Saskatoon for the service. The echocardiography equipment was purchased with funds provided by The Health Foundation.

HIV

Reducing the spread of HIV (Human Immunodeficiency Virus) and Hepatitis C is a priority for Sunrise Health Region. Everyone is encouraged to be tested and to know their HIV status. Testing can be arranged at physician, nurse practitioner, and public health offices and emergency departments. People with HIV do not usually have symptoms before the AIDS stage, although some experience flu-like symptoms for a short period of time a few weeks after the infection. According to Health Canada, it is estimated that 1 in 5 Canadians living with HIV are unaware that they have it. Early identification and treatment are important. Recent advancements enable persons with HIV to live a healthy and long life. With treatment, expectant mothers with HIV can give birth to healthy children. HIV treatment keeps the disease from progressing to AIDS. Successful HIV treatment is a form of prevention as, with treatment, transmission of the illness to others is virtually eliminated. For more information, click the "HIV Info and Testing" link under the "Health Services" tab at www.sunrisehealthregion.sk.ca.

Langenburg Centennial Special Care Home 40th Anniversary

The Langenburg Health Care Complex (LHCC) hosted a 40th anniversary celebration on August 20, 2016 with a large crowd in attendance. The 36 bed care home was built in 1975 and today the facility is home to 45 residents and has two respite beds.

Physician Recruitment

In 2016-17, five physicians left and/or retired from the region and 10 physicians were recruited. Seven family physicians set up practice in the communities of Preeceville, Canora, Yorkton and Esterhazy. The region was also pleased to welcome new specialists in Radiology, General Surgery and a Medical Health Officer. There are currently 47 general practitioners in the region, 20 specialists, and 26 visiting specialists. Throughout the year, the Sunrise Health

Celebrations at the Langenburg Centennial Special Care Home 40th Anniversary

Region Medical Services hosted 11 general practitioners completing their three month Clinical Field Assessments as part of the Saskatchewan International Physician Practice Assessment (SIPPA). Sunrise Health Region also hosted several medical students and residents who completed their practicum, electives and rural rotations in the region.

Purposeful Interaction

Purposeful Interaction is the practice of anticipating the needs of long-term care residents within a prescribed amount of time and improving the resident safety and satisfaction while ensuring better clinical outcomes. In 2016-17, the Health Services team completed the implementation of Purposeful Interaction in 100 percent of our long-term care facilities, putting our implementation completion a year ahead of the provincial target.

2016-17 Budget Rollout

On July 20, 2016 the Sunrise Regional Health Authority approved the plan for a balanced operating budget of $225,224,837 for the 2016-17 fiscal year. The plan focuses on continued improvements to safety, quality and access while reducing expenditures. The effective use of public funds is a responsibility shared by every Sunrise Health Region manager, employee and physician.

Health System Transition

On January, 4, 2017, the Government of Saskatchewan accepted all of the recommendations of the Saskatchewan Advisory Panel on Health System Structure Report, and announced the province will consolidate the 12 existing Regional Health Authorities (RHAs) into a single Provincial Health Authority.

Soon after the announcement, a Health System Transition Team was established composed of health system leaders from throughout Saskatchewan, including Sunrise Health Region President and CEO Suann Laurent, who was seconded from the region effective January 26, 2017. The team is tasked with leading the provincial transition, drawing on the expertise of people from across the health system, and identifying key activities to support employees, organizations and patients throughout the transition.

The move to a single Provincial Health Authority is being driven by a commitment to improve frontline patient care for people across the province. It is also expected to increase efficiencies and reduce duplication across the health system. The date the new Provincial Health Authority will be established is still being determined, but is anticipated to occur in the fall of 2017.

Progress in 2016-2017

The Regional Health Services Act defines the relationship between Sunrise Health Region, the Minister of Health, and the Ministry of Health. The "Regional Strategic Visibility Wall" is used by the Sunrise Regional Health Authority to track alignment with the targets set out in the health region's Strategic Plan and in the Ministry of Health Plan for 2016-17. The Regional Strategic Visibility Wall is located in the Mental Health Auditorium of Yorkton Regional Health Centre. During a "Wall Walk", which is held once each week and open to anyone who wishes to attend, the executive leadership describes the strategies the region is working on and progress towards the targets. Staff from each program and service departments/units monitor indicators relevant to their work on "Connecting Teams for Excellence" daily visibility management walls located in their work areas and these are accessible to staff and public. The schedules for the regional "Wall Walk" presentations are posted under the Strategy and Innovation section of www.sunrisehealthregion.sk.ca. Wall Walk videos are on the website in the News and Publications section. In the 2016-17 Annual Report the indicators are taken from monitoring reports posted on our visibility walls in 2016-17. Our Medical Health Officer compiles relevant health status indicators in this report using various provincial and federal health status reports.

The health region's strategic focus aligns under four "Betters", upon which objectives, plans and actions are built to achieve Better Health, Better Care, Better Teams, and Better Value for the people of Saskatchewan.

Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Better Care

In partnership with clients and families, improve the individual's experience, achieve timely access and continuously improve healthcare safety.

Better Teams

Build safe, supportive and quality workplaces that support client and family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure.

Strategic Intent Triangle

The Strategic Intent Triangle is a visual representation of the strategy of our organization containing our mission, vision and values, strategic goals, and annually updated related projects.

Projects for the 2016-17 fiscal year (as denoted in the triangle above):

- Culture of Safety – Ensure Safety for Everyone
- System Flow – Seniors Care
- Financial Stewardship – Resource Management
- Primary Health Care – Ease of access to Mental Health and Addictions Services

Strategy: Better Health

Improve population health through health promotion, protection and disease prevention, and collaborating with communities and different government organizations to close the health disparity gap.

Breakthrough Initiative:

By March 31, 2019, there will be increased access to quality mental health and addiction services and reduced wait time for outpatient and psychiatry services.

Projects

1. Ease of Access to Mental Health and Addiction Services

Target	Status
• By March 31, 2017, Sunrise Health Region will have implemented a mental health and addiction screening tool at one Primary Health Care site and will have developed care pathways for mild/moderate Mental Health and Addiction Services clients.	Achieved

Results:

The Primary Health Care and Mental Health and Addiction Services teams developed and implemented a mental health and addictions screening tool at the pilot site, Sunrise Health and Wellness Centre in Yorkton. The Healthy Living Questionnaire was first administered with clients in the chronic disease program and is intended to flag individuals with specific lifestyle indicators. The screening tool initiates the conversation around mental health and helps identify clients that may need referral to the new Primary Health Care Counselor. In 2016, the Ministry approved funding for a Primary Health Care Counselor position and in January of 2017 the position was permanently filled. The counselor facilitates the care pathways and delivers group sessions and one-on-one counseling to mild/moderate Mental Health and Addiction Services clients.

Psychiatry support to primary care was strengthened with monthly psychiatry telehealth sessions in each Primary Health Care site. Individual cases, education, and care planning have strengthened capacity in our primary care providers to manage Mental Health and Addiction Services clients in Primary Health Care with this support, this has expanded to include other medical clinics in the region. Building capacity in our primary care providers has led to more appropriate referrals to our specialists and focusing resources to best meet client needs.

As a result of the changes made, mental health and addictions help is provided to clients in the right setting at the right time. The region is continuing its efforts in 2017-18 to replicate this work in all of our Primary Health Care sites.

Strategy: Better Care

In partnership with clients and families, improve the individual's experience, achieve timely access and continuously improve healthcare safety.

Breakthrough Initiatives:

By March 31, 2020, all seniors can access community supports, to remain at home as long as possible, allowing them to progress into other care options as needs change.

Projects

2. Seniors Care

Target	Status
• By March 31, 2017, 100% of Long Term Care staff are trained on all modules of the Program Guidelines for Special Care Homes by viewing the educational videos.	Not Achieved
• By March 31, 2017, 67% of Long Term care facilities will have implemented Purposeful Interaction.	Achieved

Results:

The Provincial Program Guidelines for Special Care homes is an integral part of the requirements regarding the operation and provision of quality care. The provincially set target was to train 100 percent of all direct care staff. Sunrise was more aggressive in assigning a regional target and aimed to train 100 percent of all Long Term Care staff. As of March 31, 2017, 91 percent of all Long Term Care staff in the region were trained on all modules of the Program Guidelines. This target will continue to be monitored in 2017-18 on the Quality, Cost, Delivery, Safety, Engagement (QCDSE) strategy monitoring wall and efforts will continue to train the remaining staff members.

The region has met and exceeded the target set out for implementation of Purposeful Interaction. As of March 31, 2017, teams in the region successfully implemented Purposeful Interaction in 100 percent of our facilities, which puts our region a year ahead of provincial targets. Purposeful Interaction is the practice of attending to the needs of long-term care residents within a prescribed amount of time, improving resident safety and satisfaction while ensuring better clinical outcomes.

Strategy: Better Teams

Build safe, supportive, and quality workplaces that support client and family-centred care and collaborative practices, and develop a highly skilled, professional and diverse workforce that has a sufficient number and mix of service providers.

Breakthrough Initiative:

To achieve a culture of safety, by March 31, 2020, there will be no harm to patients or staff.

Projects

3. Safety for Everyone

Target	Status
• By March 31, 2017, there will be zero shoulder and back injuries at Yorkton and District Nursing Home.	Not Achieved
• By March 31, 2017, there will be a 25% reduction in staff harm from 2015/16.	Not Achieved

Results:

Sunrise has an unwavering commitment to safety and continues to believe that the only acceptable number of injuries is zero. Although we did not meet the target of zero shoulder and back injuries at the Yorkton and District Nursing Home, we did see a decrease of 45 percent in the number of time loss and medical aid claims. This was a significant improvement from the year before.

The region, as a whole, saw a 13 percent reduction in time loss and medical aid claims from the year before and we have reduced the number of claims by 29 percent since 2012-13. As of March 31, 2017, there was a 30 percent decrease in number of injuries reported due to transfer, lift and repositioning (TLR) of person and/or object. In 2016-17, 100 percent of root cause analysis, with recommendations to help prevent further injuries, were completed on every and any back and shoulder injury. In addition, effective November 7, 2016, "slips/trips/falls", "needle stick" and "blood & body fluid exposure" were added to the list of injuries requiring root cause analysis, in an effort to reduce injuries in these areas and 100 percent of these have received a root cause analysis investigation.

Further strategy work on injury claim reduction will continue into 2017-18. In our efforts to improve the culture of safety, we have determined that all injuries resulting in time loss and medical aid will require a root cause analysis to be completed. We believe that the root cause analysis information will allow us to make further regional improvements to assist with hazard elimination and prevention.

Strategy: Better Value

Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment, and information infrastructure.

Breakthrough Initiatives:

By March 31, 2017, as part of a multi-year budget strategy, the health system will bend the cost curve by 1.5% per year.

Projects

4. Resource Management

Target	Status
• By March 31, 2017, Sunrise Health Region will achieve a balanced budget.	Achieved
• By March 31, 2017, Sunrise Health Region will optimize straight time scheduling to achieve a 1% reduction from budgeted worked dollars.	Achieved

Results:

As a result of the hard work of everyone on the Sunrise Health Region team, Sunrise Health Region achieved a balanced budget in 2016-17.

As of March 31, 2017, the health region ended the year with a surplus of $2,716,571 of which $1,990,249 was for allocation of required transfers to the Capital fund for mortgages, energy loan and reserve funds, leaving Sunrise with a surplus of $726,322.

Sunrise Health Region surpassed the 1 percent goal to achieve a 2.3 percent reduction in budgeted worked dollars. This was due in part to the concerted effort to optimize straight time scheduling.

Financial Overview

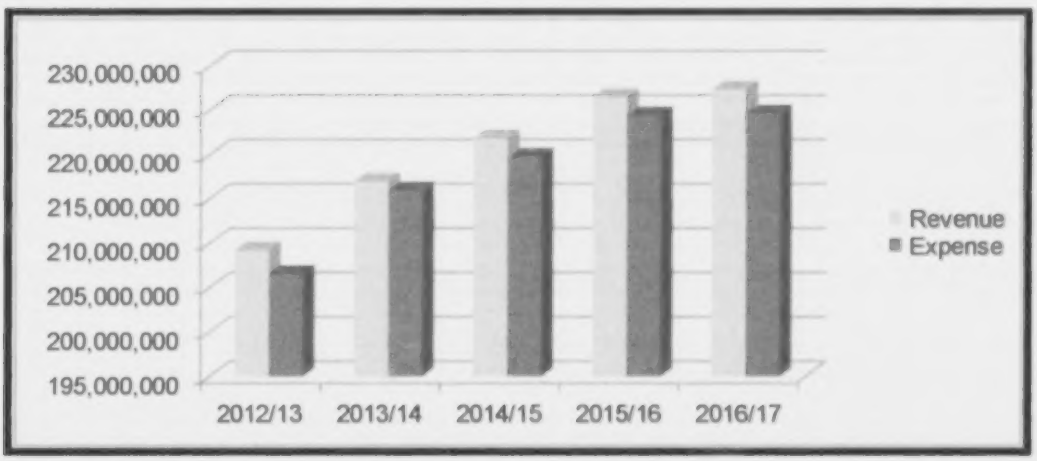
The health region budgeted for revenue of $225,224,836 with actual revenue of $227,353,711. Operating expenditures of $223,162,488 were budgeted in 2016-17 with actual expenditures of $224,637,140. Throughout the year, Sunrise Health Region managers reviewed monthly variance reports to monitor compliance with their program/department budget and provide course correction where necessary.

The 2016-17 year ended with a consolidated surplus of $2,716,571 of which $1,990,249 was for allocation of required transfers to the Capital fund for mortgages, energy loan and reserve funds, leaving Sunrise with an increase in our general operating fund of $726,322.

The health region continues to deal with the challenges of sick time replacement and higher than budgeted wage driven premiums and high levels of complex care requiring one-on-one care for some residents.

Year-End Financial Comparisons

The chart below is a visual of year-end comparisons. For 2016-17, actual revenues were $227,353,711 and actual operating expenditures were $224,637,140.



Business Continuity Plans

Sunrise Health Region has plans in place for continuance of health services in the event of a major disaster, emergency, pandemic, labour disruption, and illness outbreak or service interruption.

The Essential Services Plans are in place to ensure the public is protected from danger to life, health and safety during periods of job action.

Home Care staff in Preeceville

Supporting Documents

The following documents are available from the Sunrise Health Region at www.sunrisehealthregion.sk.ca or by calling (306) 786-0100.

- Five Year Strategic Plan
- Hoshins (Breakthrough Strategy) 2016-17
- Balanced Scorecard
- Health Status Report
- Information Management Plan
- Physician Resource Plan
- Customer Engagement and Service Expectation Plan

Payee Disclosure List

As part of government's commitment to accountability and transparency, the Ministry of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

As part of government's commitment to accountability and transparency, the Ministry of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals, affiliates and other organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases and other expenditures.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

ABRAMETZ, AMANDA	85,777	BADOWICH, WILLIE	80,259
ACHENKUNJU, AJU	104,469	BAINS, CAITLIN	60,660
ADAMS, JAIME	119,524	BALACHANDRAN, SREEDIVYA	101,466
AIREY, SYLVIA	83,284	BALACKO, DEE ANNE	97,560
ALBARRACIN, KRISTELA	50,180	BALCOBERO, LEA CHRIS	98,297
ALBERS, DONNA	98,265	BALI, LUCILLE	58,287
ALBERTS, BETHANY	58,138	BALI, VIVIAN	57,478
ALCORN, SEAN	76,195	BALOG, DONNA	54,393
ALFELOR, ANACELIA	61,265	BARABASH, SHELLEY	50,642
ALLEN, DEREK	79,390	BARABONOFF, BASILIDES	62,610
ALSPACH, LISA	108,350	BARAGAR, DONNA	84,644
ANAKA, JOCELYN	52,036	BARANIUK, KALEIGH	78,236
ANDERSON, ANNE	98,765	BARANOSKY, LAURA	85,876
ANDERSON, ANNETTE	60,735	BARISOFF, LINDA	51,346
ANDERSON, LORNA	84,588	BARKER, LACEY	83,658
ANDRES, RYAN	76,364	BARKER, LORRAINE	58,522
ANDREW, H ELAINE	105,900	BARR, DARLENE	63,757
ANGUS YANKE, MARY	79,525	BARTESKI, ANDREA	85,586
ANTONISHYN, SUSAN	50,261	BARTOK, DEANNA	102,366
ANTONY, MEGHA	62,922	BASSINGTHWAITE, JOYCE	89,787
APPEL, LAURIE	53,526	BASSINGTHWAITE, NORMA	58,012
ARENAS, MYLENE	107,442	BATALLONES, ANGELIC C	92,409
ARESHENKO, MARGE	107,061	BAUTISTA, DONNA DES	119,323
ARMBRUSTER, CAITLIN	64,519	BAUTISTA, MARJORIE	95,962
ARMSTRONG, JILL	78,965	BAZUIK, EILEEN	54,666
ARNOLD, SANDRA	157,912	BEAR, CHERYL	64,533
ARVAY, GERALDINE	52,829	BEAR, SHEILA	161,659
ARVAY, LORRAINE	79,245	BEBENEK, DARIN	58,596
ASOKAN, ANOOP	71,827	BECHAYDA, BERLY	50,319
AUCKLAND, LAURIE	85,382	BECHAYDA, JEANIEVA	95,263
AUSTIN, TRESSA	50,510	BECK, BRENNAN	81,578
BABICHUK, CINDY	53,375	BECK, SUZANNE	82,115
BABYAK, TWYLA	108,955	BECKER, THERESA	65,630
BADOLES, CHRISTINE	61,030	BELL, SHERRY	84,705
BADOWICH, DAN	93,344	BELLAMY, DANIELLE	93,594

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

BELLEGARDE, CANDICE	114,134	BRAKE, KENNETH	56,228
BERARD, RHONDA	76,476	BREARS, KAYLA	50,220
BEREZNY, SAMANTHA	50,101	BREITKREUZ, ANNE	107,680
BERGER, BEVERLY	93,079	BREITKREUZ, COLLEEN	50,495
BERGMAN, CARLY	73,094	BREITKREUZ, JAYNELLE	89,062
BERMEJO, CRISTINA	53,612	BREITKREUZ, MARTHA	77,930
BERMEJO, NOEL	71,165	BRENNER, DONNA	67,839
BERNATH, LORIE	88,364	BRENZEN, LEONA	55,994
BETKER, NOLA	78,913	BREWER DUDA, JENNIFER	54,746
BEWCYK, KERRY	63,443	BRODA, CHRISTY	99,465
BEZAIRE, COLETTE	81,585	BRODA, NANCY	75,840
BHARGAV, ANUBHAV	57,101	BRODEUR, LISE	85,306
BIELINSKI, TRACY	82,225	BRODZIAK, GERALDINE	50,868
BILY, LAURIAN	50,032	BROOKS, BRENDA	85,465
BIRCHARD, CHRISTINE	178,140	BROWN RAYNER, ROXANE	98,105
BISHOP, RHONDA	96,455	BROWN, GERALDINE	55,852
BJORNERUD, LAURIE A	93,955	BROWN, MICHELLE	66,430
BLACK, STACY	113,135	BRUECKMAN, KAYLENE	75,499
BLOMMAERT, BAREND	74,396	BRYKSA, GWEN	67,260
BLOMMAERT, HIDY	124,265	BRYMER, DORIS	117,893
BLOUNT, TARA LEE	56,773	BUCHINSKI, LEANNE	105,098
BOAL, TESSA	83,451	BUCHINSKI, VIVIAN	51,053
BODNAR, JOANNE	123,864	BUCKBERGER, WANDA	114,387
BODNARIK, ANNELLE	64,164	BUCSIS, KIMBERLY	124,635
BODNARYK, RANDY	82,929	BUDD, PATRICIA	86,106
BOLME, DARREN	74,566	BUETTNER, KATHERINE	76,691
BOMBERAK, TANIA	79,141	BUHLER, DEBBIE	93,676
BONE, ROBERT	58,425	BULYCH, KRISTEN	52,801
BONK, ALLISON	72,653	BUMAGAT, JHOANA PA	145,617
BORYS, KIMBERLEY	69,895	BURBACK, DWAYNE	102,639
BOT, RANDY	91,907	BURKHOLDER, TERRI LYN	54,914
BOTHNER, ANGELA	59,218	BURMAN, ALLISON	83,702
BOURNE, COLLEEN	94,765	BURNS, BRYCE	80,574
BOWES, DONNA	57,191	BYCZYNSKI, BEVERLEY	84,486
BOYARSKI, AMBER	50,311	CACERES, ROXANA	83,206
BOYCHUK, HEIDI	53,841	CAMERON, CAROLYN	103,969
BOYCHUK, KRISTA	83,828	CAMERON, MELISSA	68,864
BOYKO, BARBARA	52,379	CANFIELD, LINDA	95,818
BRACEWELL, GRACE	104,573	CASTILLO, VINCENT B	94,559
BRADLEY, CHRISTINE	87,187	CAWLEY, NAOMI	64,986

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

CHAN, RICHELLE	83,817	COTE, SANTANA	66,900
CHARLEBOIS, DANYA	78,540	COURTNEY, JOY	50,761
CHARTIER, LISA	65,614	COWAN, TERESE	85,501
CHASE, SHELLEY	128,494	CRANWELL, CATHY	66,461
CHERNOFF, CARLA	52,698	CRISANTO, ALVINCITO	200,587
CHESNEY, CHERYL	58,057	CRISANTO, DAWN REIT	96,086
CHESNEY, JOAN	51,867	CROW, DANETTE	100,390
CHEVRIER, MELANIE	87,753	CRUICKSHANK, KAREN	99,106
CHEVRIER, SUZANNE	73,484	CUDAL, LOUJEN	54,956
CHHETRI, ASHOK	216,280	CURSONS, MELISSA	90,480
CHILUFYA, DERICK	92,506	CYHLA, AMBER	75,877
CHILUFYA, FLORENCE	104,012	CYMBALISTY, PHYLLIS	95,170
CHISHOLM, MEGAN	85,535	DACEY, NIKKI	86,580
CHOAT, DARCY	102,081	DALWADI, KUSH	74,461
CHOMOS, ROBBYN	53,358	DANCHILLA, TERESA	55,597
CHOPTUIK, KAREN	97,516	DANIELS, HEATHER	50,555
CHOPTY, LEONA	80,205	DAREICHUK, RUTH	121,421
CHRISTIE, SHERRY	55,598	DAS, PALASH	58,065
CHRISTOPHER, GLEN-MARY	108,880	DAVIS, LORELEE	99,851
CHUBEY, MARILYN	52,301	DEBNAM, MARILYN	99,837
CHUPA, BRIAN	110,835	DECORBY, ALLISON	86,469
CHUPA, MONICA	51,492	DEDMAN, BRENDA	81,601
CHURKO, JOANNE	212,404	DELEURME, NANCY	102,842
CHUTSKOFF, LYNDA	51,429	DELONG, KAREN	59,645
CHYZ, CORY	74,241	DEMASSON, LOUIS	54,750
CLAIRMONT, JOANNE	61,998	DEMCHUK, ANITA	78,937
CLARK, HELEN	139,175	DEMPSEY, BRITTANY	63,288
CLEMENTS, SHEILA	79,253	DEN BROK, LORI	58,189
CO, MARY JANE	66,052	DENESIK, RHEA	73,017
CODE, ERIN	107,332	DENNIS, LORRAINE	115,746
COGHILL, CAROLINE	75,900	DENYSEK, CHRISTINA	221,789
COLTEA, COSMIN	92,124	DEOBALD, VIRGINIA	68,773
COMBRES, GILBERT	96,385	DERENIWSKY, KRISTEN	59,513
COMEDES, DONABEL	113,225	DERKATCH, COLLEEN	50,570
CONQUERGOOD, KENNEDY	81,549	DERKATCH, LISA	50,758
CONRAD, KAREN	118,455	DETILLIEUX, JASON	78,716
COOK, SHELBY	97,610	DEVINS, JULIE	61,349
COOPER, KIMBERLEY	54,232	DIDUCH, IVY	114,063
COSTELLO, TINA	96,075	DIERKER, TAMSEN	96,350
COTE, JILLIAN	71,016	DIGNESS, CONNIE	95,233

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

DIMAPILIS, MYLA	140,011
DIMAPILIS, ROBERT	54,109
DIONNE, ALICE	60,283
DIXON, LEE	61,619
DOBKO, KIM	69,943
DONGLA, KATHLEEN	121,762
DONGLA, NESTIE	152,236
DOZOREC, SUSAN	55,768
DUBNYK, NANCY	115,260
DUDLEY, SHANNON	50,852
DUFF, AMANDA	75,401
DUFF, BARBARA	120,907
DUFFIELD, JOELLE	54,939
DUL, IRIS	54,246
DUMKA, SHERI RAE	112,119
DUMONCEAUX, TRACY	52,874
DUNCALFE, ROGER	73,717
DUNCAN, SHERRY-LE	52,044
DURSUN, SHARM	77,900
DUTCHAK, MONICA	106,312
DUTKA, JENNIFER	90,257
DYKER, LYNN	88,285
EBURNE, CAREY	50,029
ECKERT, SHAWNA	82,290
EDEL, KERRI	59,707
EDWARDS, VALERIE	102,045
EICHELBERG, CORRINE	58,957
ELASCHUK, SUZANNE	75,867
ELLIOTT, TERESA	65,435
ELLIS, JACKIE	80,503
ENGLOT, NORENE	54,423
ENNIS, ASHLEY	85,423
ERETH, MARIA JAN	51,832
ERHARDT, KELLY	91,668
ERHARDT, LORETTA	106,232
ERICK, DARIS	51,300
ERICKSON, GLENDA	85,494
ERICKSON, TRACY	85,550
ESCOBAR, MARIA	52,344
ESKRA, BRANDON	98,757
ESKRA, MARCY	78,495
EUGIN, REGIN	123,393
EXNER, KARALYN	56,297
FAHLMAN, KRYSTALEE	68,835
FAIRBANK, ANITA	61,100
FARKES, WANDA	83,516
FAYE, SHELLY	97,081
FEDAK, JESSIE	81,361
FEDORAK, GAIL	78,418
FEDORCHUK, KATHY	105,522
FEDUN, RICHARD	65,043
FELONIUK, MARIA	68,913
FENNING, CRAIG	78,761
FENWICK, SHERILYN	84,200
FERGUSON, LANALEE	79,383
FERRIER, SHEILA	75,220
FERRIS, SHERI	52,739
FIALKOWSKI, BRIANNE	55,777
FICHTNER, TRACY	66,741
FIEGE, CHELSEA	87,900
FIEGE, PATRICIA	92,139
FIELDING, ROGER	82,176
FINNERTY, PATRICIA	60,426
FINNIE, NEIL	91,189
FIOLA, HIEDI	89,642
FISHER, CHRIS	80,245
FISKE, DANIELA	110,850
FLAMAN, JANICE	113,986
FLEGER, KIMBERLY	77,062
FLEURY, DELTA	74,084
FLORES, MANUEL	50,322
FLUNDRA, CONNIE	97,514
FOFONOFF, SHAY-LYNN	52,442
FOGG, MARIANNE	61,628
FOGG, SHELLY	50,555
FONG, ELIZABETH	91,348
FONTANILLA, MOONYEEN	103,448
FORBES, SACHA GAY	113,062
FOSTER, MANDIE	61,084
FRANCK, BEVERLEY	50,863

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

FRASER, KYLA	68,178
FREDERICKSON, JUDY	97,419
FRICK, LAURIE	90,328
FRIEZE, GISELLE	52,364
FRITZKE, JANICE	112,341
FROEHLICH, PERRY	131,768
FROEHLICH, VIRGINIA	60,424
FROH, PENNY	84,589
FULLAWKA, KIMBERLY	85,128
FYKE, DEANA	58,280
GABRIEL, DONALD	95,353
GABRIEL, KELLY	61,983
GALANG, ALICIA	59,252
GALLI, SANTANA	51,466
GARTNER, HEATHER	75,685
GASTEIGER, RAMONA	50,028
GAUDRY, JON	104,718
GAUDRY, MARIE	94,765
GEMBEY, DEBORAH	80,492
GERMAN, DAYNA	103,708
GERO MAY, WENDY	92,833
GIBB, KENDRA	59,971
GILLESPIE, CARLA	78,935
GINGARA, MICHELLE	52,856
GLODOVEZA, ELOISA	119,632
GOODMAN, KAYLA	55,239
GOODSON, JUDY	50,804
GOTENGCO, JACQUELIN	79,749
GRAHAM, SHERYL	70,761
GREEN, MARGARET	52,705
GRIFFIN, ANDREA	74,171
GRODZINSKI, LISA	94,644
GROFF, HEATHER	63,976
GRYWACHESKI, ALYSSA	99,570
GRYWACHESKI, ASHLEY	114,198
GRYWACHESKI, DEBORA L	75,910
GULEY, STEPHANIE	51,352
GULKA, BECKY	75,959
GULKA, LESLIE	153,197
GULKA, SANDY	66,353
GULKA, TRACY	74,504
GULRUD, JOHN	70,882
GUNTHER, MARCY	64,011
GUSTAFSON, EUNICE	52,433
GUSTILO, KATHERINE	100,877
GUSTILO, MARCELINO	51,606
GUY, JACQUELIN	66,735
HAAS, JANNAH	88,414
HABERMAN, JOAN	60,516
HACK, CELISE	52,505
HADUBIAK, CONSTANCE	77,566
HAHN BROWN, NOREEN	71,664
HALAREWICH, SHERYL	96,438
HALCHYSHAK, DONNA	69,289
HALL, CYNTHIA	58,778
HALYK, EDITH	105,106
HALYK, MARCIE	76,979
HALYK, THERESA	103,582
HANCOCK, MARGARET	122,232
HANSEN, BRANDI	75,588
HANSON, CINDY	52,826
HANSON, JEANETTE	50,223
HARRICK, CASSIDY	70,047
HART, CAITLYN	78,231
HAUBER, TRISHA	102,278
HAUSER, BONNIE	72,535
HAWKINS, RHONDA	78,629
HEISTAD, LORNA	53,379
HEMM, TIMOTHY	51,675
HENDERSON, LORI	61,632
HENLEY, JUDY	58,493
HESHKA, GEORGETTE	56,887
HESHKA, ROSEANNE	55,118
HESKIN, CAROL	101,657
HILDEBRANDT, CRYSTAL	88,787
HILDERMAN, TIFFANY	50,691
HILLIAR, COURTNEY	76,814
HILTON, FRED	95,280
HILTON, KELLY	55,215
HNATYSHYN, WANDA	75,289

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

HODGKINSON, ERIN	51,327
HOLINATY, AMANDA	58,159
HOLINATY, NADIA	80,144
HOLMES, DENISE	68,316
HOLOWATUK, GREER	103,204
HOLTKAMP, LAURA	68,774
HOLZMANN, JACQUEL	137,203
HOMENIUK, ORMANDA	58,034
HONEYWICH, BRIAN	74,859
HONEYWICH, SHERI	76,495
HORDICHUK, ERNEST	166,591
HORGAS, SANDRA	59,577
HORNUNG, DIANA	106,662
HOTOMANI, TASHA	75,628
HOTZAK, YVONNE	79,654
HOVDE, CAROLE	112,351
HOWARD, ARLETTE	95,385
HOWARD, KIMBERLY	107,981
HOYT, KIMBERLEY	102,069
HUBER, KEVIN	140,560
HUBER, LEANNE	95,635
HUCKABAY, ANTHONY	116,432
HUCKABAY, KRISTY	70,977
HUDY, TAMARA	52,920
HUNKO, LANA	102,704
HUSAK, MEGAN	111,670
INAYAT, UMBERTO	124,795
INGLIS, BAILEY	86,518
IRVINE, PEARL	59,285
ISAAC, SHANNON	95,999
ISSAC, JESSY	52,136
IVANOCHKO, TRICIA	60,736
JACK, FAYE	107,789
JACOB, CARLA	76,925
JACOB, KATHRYN	61,488
JACOBSON, SCOTT	103,017
JALMANZAR, ROLDAN	75,436
JANSSEN, COLLEEN	80,509
JANZEN, BRIAN	71,730
JANZEN, MELISSA	68,862
JARVIS, JODI	106,335
JARVIS, LEE	54,393
JASAN, CINDY	62,892
JAYASINGHE, SHERANGA	122,653
JEGANAYAGAM, HEMA	77,088
JENDRASHESKE, CARRIE	83,494
JOHN, JOSINA	107,681
JOHNSON, DEBBIE	58,742
JOHNSON, LATISHA	60,235
JOHNSON, SHEILA	69,898
JOHNSTON, ANDREA	102,441
JOHNSTON, ISABEL	58,249
JONES, AMY	50,776
JORDAN, SHAUNA	78,428
JOSE PAUL, NITHIN	72,787
JOSE, DARWIN	99,494
JOSEN, RAJDEEP	61,740
JOSEPH, EBIN	132,987
JOSEPH, JIPSY	58,212
JOSEPH, LESLINE	83,510
JOSEPH, SWAPNA	140,267
JOSEPH, THARUN	111,971
JOY, JOEMON	119,671
JUCABAN, EPHRAIM	53,974
JUCABAN, MAY JOY	129,527
JUDD, GLENDA	50,809
KACSMAR, ELAINE	52,527
KACZUR ZIMMER, SHERRIE	111,630
KAISER, SHANNON	124,205
KAMALASANAN, ALAKA	99,544
KANNENBERG, ANITA	102,400
KAPOOR, SWEEN	53,375
KARCHA, KIM	50,445
KARIUS, KELSEY	63,766
KARKUT, BERNADETT	100,816
KASONDE, CHANDA	90,065
KASPRICK, TIM	84,655
KAUR, RAJNEET	77,587
KAZAKOFF, LISA	50,396
KAZAKOFF, WANDA	52,874

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

KEEP, BRYANA	87,468
KELL, LISA	95,022
KELLEN, JOY	96,676
KELLER, KAREN	51,009
KELLER, KRISTIN	94,728
KELLY, SHALAINE	84,429
KENNEDY, DAWN	114,437
KIDDER, MICHELLE	112,842
KINCH, DENISE	69,908
KINDIAK, KIMBERLY	58,778
KIRSCH, TAMMY	91,950
KITCHEN, DEBRA	87,801
KITCHEN, RONALD	65,949
KITZ, CHANTEL	63,986
KITZUL, DEBORAH	50,109
KITZUL, LAURIE	62,746
KLAPATIUK, JANET	154,551
KLINGSPON, GREG	88,348
KLUK, GEORGETTE	84,501
KLUK, SHELLEY	93,444
KLUS, BETTY	111,185
KLUTZ, ALISON	75,603
KNAUS, LAVERNE	57,013
KNORR, DANIELLE	92,951
KOBELKA, RAMONA	54,267
KOBELKA, SHERRI JO	50,966
KOHLERT, CAROL	116,454
KOLEBABA, BILLIE	50,136
KOLISNEK, CAROL	77,751
KOLISNEK, KEN	77,744
KONAN, MELODY	103,325
KORPATNISKI, RYAN	51,581
KORTMEYER, DANIELLE	67,018
KOSHELUK, SABRINA	100,227
KOSKIE, SUSAN	115,338
KOTKO, JUSTIN	86,314
KOTYK, DIANNE	70,032
KOWALCHUK, DONNA	61,128
KOZUN, LEANNE	71,420
KRASOWSKI, TAMARA	78,299
KRAWETZ, DONNA	51,415
KRISHNANKUTTY, ANUMOL	57,519
KROCHAK, CARLA	101,373
KROCHAK, SHERRILEE	70,368
KRYKLYWICZ, PATRICIA	89,040
KULCSAR, BEVERLY	61,180
KULCSAR, MICHELLE	93,271
KUNKEL, RUTH	81,012
KUNTZ, HEIDI	90,063
KUNTZ, MICHELE	50,307
KUSPIRA, PAT	110,239
KYRYLUK, SABRINA	92,109
LAEVENS, BERNADINE	86,357
LAFONTAINE, NICOLE	61,441
LAGO, JOHLET	54,315
LAIRD, REBECCA	86,404
LAJEUNESSE, KATHALEEN	81,117
LAMPA, ARVIE	62,297
LANDSTAD, AUDREY	107,914
LANDSTAD, SHANN	61,755
LANGAN, JODEE	85,585
LANGAN, RENEE	102,316
LANGLEY, VALERIE	50,279
LAROCQUE, COLLEEN	115,544
LAROSE JUNEK, LISA	59,512
LARSON, DORIAN	73,114
LARSON, LORI	59,880
LATHAM, RONNELL	66,615
LAURENT, SUANN	325,678
LAUTENSCHLAEGER, GALINA	82,938
LAUZON, MARGARET	57,714
LAVENDER, RHONDA	80,778
LAVERDIERE, ERIN	68,053
LAVIOLETTE, WILMA	91,484
LAW, VERNA	82,124
LAWRENCE, GERARD	84,924
LAYCOCK, TERESA	79,454
LAZAR, KERI	78,394
LAZARUK, ARLENE	55,978
LAZARUK, VANESSA	76,915

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

LAZURKO, DONNA	112,936	MAGDUGO, JANNETTE	104,237
LECHMAN, BROOKLYNN	57,625	MAGER, BRENDA	76,525
LEEGWATER, DAWN	108,440	MAKOWSKY, APRIL	54,006
LEGGE, KAREN	99,000	MAKOWSKY, ROSE MARI	58,793
LEHKY, BRANDYN	60,364	MAKSYMETZ, HAROLD	95,754
LEIS, NIKOLE	83,392	MAKSYMIW, DORIS C	72,960
LEMAIRE, JANET	78,533	MALAYNEY, CHARLENE	97,287
LEMCKE, MEGAN	102,220	MALINOWSKI, CAROL	51,481
LEMIEUX, DEBBIE	58,028	MANDZUK, SHELLEY	67,819
LEONARD, KAREN	85,865	MANG, MONICA	50,035
LEONOR, CLINT	101,258	MANLEY, SELENA	70,198
LEPPINGTON, BRENDA	70,557	MANOVICH, KERRILYNN	51,195
LERAT, KATRINA	74,959	MANUM, MELISSA	94,863
LIEBREICH, VERNA	75,325	MARIANO, DOREEN	116,188
LILLEBO, LORNE	53,407	MARTELL, KERRY	78,362
LIM, MARITESS	154,702	MARTIN, JOAN	61,030
LINGL, ARLENE	81,761	MARTINOOK, TRACEY	109,130
LINK, DEBRA	153,874	MARTINUK, LYNEL	58,223
LITKE, KAREN	132,208	MATECHUK, MARION	99,599
LIVINGSTON, HEATHER	97,742	MATHEW, ANSON	96,951
LIVINGSTONE, LILIA	59,902	MATHEW, SALAMMA	53,848
LIVINGSTONE, PATRICK	83,543	MATISHO, TIFFANY	55,267
LOCH, CRYSTAL	60,940	MAYER, JOEL	91,722
LOEWEN, ASHLEY	61,880	MCCANNELL, YOLANDE	56,188
LONSDALE, BEVERLY	73,996	MCCARTHY, MICHELLE	56,390
LOSTER, EVELYN	52,975	MCCORD, KATJA	53,000
LUCAS, TINA	50,628	MCCORMACK, LISA	90,023
LUNDAGO, KAILEE	67,127	MCCORMICK, DONNA	124,357
LUTZ, KAREN	111,612	MCDONALD, MICHAEL	62,494
LUTZ, YVONNE	92,081	MCGILL, GLENN	123,915
LYNN, JESSICA	73,068	MCGILLIVRAY, SONYA	81,816
LYS, LESLIE	73,154	MCKEE, BRENT	83,364
LYSAK, LORRAINE	93,572	MCKEE, DENISE	90,712
LYSIUK, DEBRA	101,757	MCLAREN, MARIA	108,284
MACGILLIVRAY, SHERI	104,643	MCLAUGHLIN, JENNIFER	75,091
MACKAY, DALE	98,729	MCLEOD, DONNA	85,465
MACLEAN, BRENDA	105,541	MCLEOD, KYLA	55,461
MACNEIL, ERIN	90,583	MCNEIL, KELLY	124,488
MACPHERSON, KATELIN	65,563	MEADOWS, TANIA	64,899
MACZA, SHELLY	93,368	MEE, BRIAN	66,204

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

MEHLING, CHARMAINE	104,081	MUSHKA, MARGARET	50,972
MELNECHENKO, CURTIS	57,122	MUTRIE, ANDREA	89,547
MELNECHENKO, MARGO	85,599	MWANSA, ELINA	125,656
MELOWSKY, PETER	79,422	MYERS, STEPHANIE	71,319
MENDOZA, MARY GRAC	122,901	NACLIA, AMBER	62,596
METZLER, BETTY	98,562	NACLIA, WENDY	94,170
MICHALCEWICH, WESLEY	58,825	NADUVILAVEETIL J, GIFFY	112,937
MICHALCHUK, SANDEE	95,780	NAGY, MELANIE	99,213
MILBRANDT, FAITH	53,971	NAGY, RONNA	89,338
MILBRANDT, MARLON	126,562	NAIR, SMRUTHI	110,516
MILLER, DIANE	63,446	NASBY, AARON	89,999
MILLER, JUDY	64,156	NEAL, JOANNE	50,329
MILLER, WADE	89,928	NEEDHAM, DIANNE	120,025
MILLHAM, SANDRA	54,925	NELSON, JANE	137,090
MILO, SHARON	77,299	NEUBAUER, SHANNAN	123,667
MITCHELL, SUSANNE	57,878	NEUFELD, ARLENE	68,913
MOAR, MARIEA	108,154	NICHOL, LYNN	102,763
MOLDOWAN, CHRISTINE	51,913	NIDHI, NIDHI	108,536
MOLNAR, GRANT	83,377	NIEBERGALL, TAMARA	65,272
MOLNAR, KARA	100,069	NIECKAR, GAIL	78,743
MOLO, CHRISTINE	70,766	NIELSEN, EVANGELIA	111,449
MOLO, FERDINAND	82,249	NIXON, JASMINE	107,776
MONTELIBANO, CHERRY PI	83,969	NORDLI, LYNNETTE	66,192
MONTGOMERY, AMANDA	79,306	NORLIN, BARBARA	50,568
MOORE, ANGELA	101,191	NORTON, FAITH	77,370
MOORE, BRITNEY	63,293	NOVAK, SHARLENE	79,956
MOORE, MELISSA	58,741	NOVAK, TARA	82,356
MORASH, KAYLA	50,445	NUANTA, TIWAWAN	115,411
MORASH, LORI	107,786	NUSSBAUMER, GLENDA	77,585
MORGAN, CRIS	80,096	NYSTROM, TANYA	106,968
MORIN, BREANNA	50,571	O DONNELL, KERRY	83,149
MORRICE, GLENDA	54,714	OKRAINEC, LOIS	94,717
MORRISON, LAUREN	93,460	OLEYNIK, MABEL	100,302
MOSIONDZ, CHERISE	94,578	OLIJNYK, HOLLY	91,355
MROZOWICH, JERRY	84,655	OLIJNYK, MICHELLE	120,801
MUCHA, LANA	100,554	OLIVER, LISA	98,397
MUIR, CATHERINE	106,600	OLSHEWSKI, KEITH	75,835
MURPHY PARK, JACKIE	108,169	OLSON, TANNIS	79,456
MURRAY, CARA	96,161	OLSON, TWYLA	50,933
MUSEY, KERRY	63,982	OLUDAISI, OLUWAKEMI	50,050

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

OLYNICK, MELANIE	129,338
OLYNYK, DEBBIE	71,196
OLYNYK, KIM	50,485
OLYNYK, PHYLLIS	68,521
ONESCHUK, CHRISSY	57,009
ONSLOW KITZAN, DEBRA	96,493
ONSLOW, DARLENE	106,312
OROSZ, HILARY	65,203
OROSZ, LINDA	91,086
ORTYNSKI, LEANNE	63,244
OSECKI, LEANNE	106,775
OSICKI, MARCELLA	50,567
OSTAFICHUK, MAYNARD	96,824
OTTENBREIT, BEAU	50,336
OTTENBREIT, KATELIN	79,231
OTTENBREIT, TANNIS	102,218
OWCHAR, STEPHANIE	61,718
PACEY, BEVERLEY	123,882
PACHOLKA, BRENDA	96,917
PADDOCK, CARMELLE	105,250
PAKISH, DONNA	69,918
PALCHEWICH, ELIZABETH	97,192
PALLAN, HARPREET	96,640
PARKER, PATRICIA	108,446
PARKS, LONI	78,210
PARKVOLD, CARRIE	96,951
PARKVOLD, JASON	95,739
PARSONAGE, CARA	86,621
PARSONS, GAIL	107,885
PARULAN, ESTHER	56,404
PASCUAL, LANNY	77,200
PASCUAL, RYAN	59,668
PASIECHNYK, LINDA	79,146
PASKARUK, ROBERT	61,604
PATRICK, CONNIE	84,655
PATRON, ALYSIA	69,691
PATRON, ARLENE	77,936
PATUREL, LACY	67,279
PAUL, ROXANNE	89,060
PAWELKO, JENNETTE	55,093
PEARSON, SHIRLEY	73,247
PEDDE, JOYCE	65,889
PEET, CHRISTOPH	86,916
PELECHATY, CARLA A	107,636
PELECHATY, DEBORAH	59,642
PELIKAN, IVO	71,660
PENNER, TRACY	63,217
PEREPIOLKIN, PATRICIA	110,070
PEREZ, ESPERANZA	113,032
PERRAULT STREETE, LISE	98,482
PETRACEK, CAYLYN	69,556
PETRIE, ELEANORE	76,984
PETROWSKY, LYNN	61,039
PETRYSHYN, PATRICIA	57,525
PFEIFER, KERRY	50,949
PFEIFER, KIMBERLEY	102,660
PFEIFER, STACEY	53,149
PILIPOW, JANICE	94,784
PINDER, LENORE	106,293
PINEDA, JUDAE ANN	60,942
PLANEDIN, JOAN	71,683
PODOVINNIKOFF, TERRYLINE	96,814
POHOZOFF, BARBARA	66,402
POLLOCK, SHAUNA	99,624
POLOYKO, ANDREA	73,678
PONCSAK, DEAN	61,880
POPOFF, ANNETTE	56,312
POPOWICH, CHERYL	87,577
POPOWICH, KELLY	56,139
POPOWICH, LANA	94,669
POPOWICH, RENEE	81,465
POTTS, DOLORES	91,634
POWELL, TRICIA	66,941
POWERS, KIMBERLEY	105,704
PREJOLA, GILBERT	52,308
PRITCHARD, MEGAN	87,358
PROKOPETZ, LISA	79,291
PROTSKO, BRENDA	71,617
PROTZ, SHARON	82,082
PRYCHAK, AMY	88,060

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

PRYCHAK, SHERI	138,046
PSHYK, DELORES	59,289
PSHYK, PETER	54,536
PUCKETT, SHELLY	69,344
PUNZALAN, ELILOU	115,097
PURYK, DARLENE	50,386
PURYK, TEGAN	54,572
PUTLAND, KATELYN	72,773
RAC, ZLATICA	88,376
RACETTE, ANDREW	114,492
RADCHUK, LEANNE	87,325
RADDYSH, PAMELA	73,871
RADOM, DOREEN	51,267
RADOM, ERIN	54,724
RAE, IRIS	140,228
RAE, KATHERINE	74,144
RAMANAATHAN, VINOTH	80,909
RAMIREZ, VIVIAN	51,634
RANDHAL, MICHELLE	60,770
RANSOME, KAREN	65,856
RANSOME, LISA	81,551
RANSON, JUDY	70,515
RASMUSSEN, DANETTE	63,228
RATHGEBER, CHRISTAL	76,581
RATHGEBER, COLLEEN	54,454
REAY, TRACY	59,381
REDENBACH, TARA	103,256
REGIMBAL, RENEE	101,301
REID, DANA	50,014
REIHL, DEBBIE	64,151
REITENBACH, LEE	58,358
RELATADO, ESTRELLA	63,297
REMANDA, LORETTE	54,390
RENKAS, CARA	51,280
RENKAS, ELEANOR	66,260
RENKAS, LINDA	55,458
RENKAS, SHELLEY	121,368
RENTON, SHERYL	59,694
REUSCH, KIM	55,220
REYNOLDS, ANDREA	66,194
RICHARDS, PATRICIA	56,788
RICHELS, LISA	52,809
RIEGER, LINDA	103,654
RIES, SHARON	52,778
ROBBINS, BRITTANY	50,145
ROBERTSON, GAYLEEN	129,753
ROBINSON, CHRISTOPH	53,161
ROBINSON, ROBIN	59,766
RODEN, AMANDA	69,548
ROGG, COLEEN	53,710
ROKOSH, THOMAS	76,599
ROMANSON, BRENDA	54,873
RONDEAU, MICHELLE	79,803
ROSE, DIANE	51,807
ROSLUK, JORDAN	54,783
ROSS, PATRICIA	50,464
ROSS, ROANNA	116,475
ROZDEBA, CRES	51,391
RUDACHYK, COLLEEN	51,705
RUF, AIMEE	57,780
RUF, BRIAN	57,737
RUF, JESSALYN	75,510
RUF, JUSTIN	105,322
RUF, LINDA	60,295
RUF, LYNDA	52,335
RUF, NADIA	52,741
RUF, WENDY	81,561
RURAK, MADISON	82,197
RUSSELL, ANNA	95,718
RUSSELL, HEIDI	73,306
RUSSELL, NICHOL	83,562
RUTEN, ELIZABETH	65,237
RUTZKI, KIM	90,463
RUTZKI, MARLAYNA	105,707
RYCZAK, PAMELA	106,040
SAALMANN, BEATE	59,458
SALAZAR, ROSEMARIE	51,469
SANCHEZ, CARLON	120,421
SANFTENBERG, SANTANA	68,750
SANTO, CHRISTINA	100,771

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

SAPINOSO, JONABELLE	163,910
SARAUER, LISA	70,877
SARCAUGA, MERRILL	87,063
SAUSER, LEANNE	76,949
SCHAAN, CANDACE	50,730
SCHAPPERT, BROOKE	52,622
SCHAPPERT, CYNTHIA	50,500
SCHEIRICH, ASHLEY	67,222
SCHENDEL, LYNAE	70,939
SCHERLE, DALE	91,280
SCHICK, DELORES	95,902
SCHICK, JENNIFER	137,517
SCHIEBELBEIN, BETH ANN	72,002
SCHLECHTER, JAMIE	86,145
SCHMIDT, DEBORAH	146,276
SCHMIDT, KENT	78,657
SCHUTZ, GAIL	67,799
SCHUTZ, SHARI	74,119
SCHWINDT, PHILLIP	75,685
SCHWITZER, AMANDA	79,587
SCOTT, KARLEE	63,338
SECUNDIAK, CHARLENE	68,421
SEDLEY, KENDRA	76,633
SEMENUIK, SUSAN	52,131
SEMESCHUK, LEANNE	95,303
SEMESCHUK, RODNEY	64,883
SERNOWSKI, SHARNA	68,744
SEVERSON, CHELSEA	85,672
SHABATOSKI, COLLEEN	72,905
SHABATURA, KYLA	110,871
SHANKOWSKY, RENEE	57,931
SHANNON, TAMMY	95,030
SHARKO, TIFFANY	50,221
SHARP, DIANE	75,044
SHARP, LESLIE	104,615
SHAW, ROXANNE	93,578
SHEESHKA, LOREE	124,813
SHEPHERD, GARY	121,376
SHEPPARD, MICHELLE	52,155
SHEWCHUK, DINA	74,273
SHEWCHUK, KAETLYN	88,339
SHEWCHUK, LORRI	53,241
SHEWCHUK, PHYLLIS	117,469
SHIER, BREANNA	81,776
SHIER, LACEY	50,344
SHIPLACK, KERRI LYN	85,239
SHIVAK KWEENS, DAWN	110,243
SHORE, MICHELLE	86,450
SHORE, STORM	52,461
SHUMAY, SHERRY	78,043
SHWAGA, KOLI ANN	168,109
SIAO, WILLY	147,417
SIDHU, PRABHJOT	63,539
SIES, BETTINA	78,399
SIES, KATHLEEN	58,778
SIMLE, JOCELYN	62,006
SIMON, SIBI	68,381
SIMPSON, JAMIE	77,196
SIMPSON, JANET	92,932
SINGKALA, JOY	51,248
SIVENDRAN NAIR, JAYKRISHN	75,599
SJARE, MIKE	108,486
SKOGEN, KAREN	51,346
SKOGEN, SHERI	55,198
SKORETZ, PAULA	94,489
SLIVENSKI, CINDY	54,193
SLONSKI, LINDA	101,966
SLOWSKI, AUDREY	83,296
SMART, KELSEY	93,077
SMITH, ANGELA	51,326
SMITH, SHARILYN	67,981
SMORODIN, ALLIE	59,286
SMULAN, CAROLE	83,364
SMUTT, CHANTEL	106,156
SOLOWAY, BREE	68,714
SOPKO, CARLA	54,584
SORENSEN, CHARLOTTE	51,158
SOWA, CAROLLEE	113,022
SPEARMAN, SHARI	51,163
SPELAY, AMANDA	78,227

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

SPERLING, LINDSAY	52,214
SPILAK, DONNA	57,382
SPRACKLIN CROSS, LINDA	105,818
SPYKERMAN, SUZEL	70,960
SROCHENSKI, ANITA	80,465
ST MARIE, VALERIE	50,979
ST MARS, RAY	130,173
STADNICK, DEBORAH	64,692
STADNYK, CARMEN	50,135
STANICKI, SHARON	70,094
STAPLES, KARA	68,326
STATCHUK, MEAGAN	78,711
STECHYSHYN, DARLA	103,057
STEININGER, KERRIE	65,317
STEWART, JOCELYN	84,814
STOKES, SANDRA	95,401
STOLL, MOIRA	88,706
STOPA, NORAH	75,279
STOPA, PATRICIA	105,536
STOUT, LORRIE	70,201
STOYKO, WENDY	95,869
STRATECHUK, TWYLA	102,515
STRELEZKI, CHERYL	50,983
STRELIOFF, KELLY	97,806
STRILAEFF, KERSTIN	79,850
STRINGFELLOW, CAROLINE	108,554
STROEDER, DEBORAH	95,789
STROMBERG, AMBER	83,780
STRUKOFF, GAIL	98,364
STRUTYNSKI, MARTHA	54,277
STULBERG, DIANE	61,242
STUSEK, LORELEI	210,552
STUSEK, STAN	71,721
STYKALO, JULIE	74,349
SUDSBEAR, TASHA	88,887
SUTCLIFFE, DEBRA	86,546
SUTTER, DAVID	122,248
SUTTER, SANDRA	68,541
SWEJDA, RICHARD	89,033
SWITZER, SHONA	84,789
SYMAK, JOSCELYN	54,091
SZABO, TRENT	139,855
SZUMUTKU, SUZETTE	84,655
TANASICHUK, JENNIFER	89,717
TANK, JOAN	63,258
TAYLOR, CAROL	69,821
TAYLOR, SHAWNA	70,657
TE, AL NINO	162,348
TETHER, KATHLEEN	54,414
THIESSEN, AMBER	54,519
THOMAS, BRANDI	110,873
THOMAS, CHARLENE	68,881
THOMAS, ELYSE	52,514
THOMPSON, ARLA	88,301
THOMPSON, BRENNAN	61,606
THOMPSON, STEPHANIE	73,602
THOMPSON, SUSAN	54,466
THOMSEN, CAITLIN	76,044
THOMSON, FRED	79,577
THORLEY, LINDA	75,423
THREINEN, DONNA	110,588
THURSTON, DANIELLE	52,218
TIESZEN, JONATHAN	81,488
TOCHOR, BARRY	74,801
TODOSICHUK, JANA	85,449
TOKARUK, SANDY	167,257
TOM, ANN MARIA	65,406
TOPLISS, LACEY	117,402
TOPOROWSKI, DEBRA	65,736
TORGUNRUD, ERIKA	86,863
TOURANGEAU, LISA	60,854
TRASK, NORMA	56,871
TRATCH, KAREN	109,390
TRIPATHY, ANANDA	74,342
TROPIN, SHARON	94,022
TROWELL REPSCH, MICHELLE	65,457
TROWELL, MONIQUE	97,658
TWERDOCLIB, BERNADETT	52,592
TWUMASI, DANIEL	53,686
UBONGEN, ANNA LISS	79,274

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

UBONGEN, JUANITO	54,093
ULLRICH, LANDON	55,581
UMANA, UKEME	139,641
UNGAR, CARLA	84,160
UNTERSCHUTE, BRETT	80,395
VALCORZA, EDERLYN	73,686
VAN DER FLUIT, MELISSA	77,014
VAN PARYS, TERI LYNN	89,655
VANGEN, STACY	80,694
VAUGHAN HASTIE, SANDRA	89,381
VICENTE, GEENDALE	79,279
VOGEL, LORI	58,395
VOGEL, MARY JEAN	80,374
VOLMAN, KIMBERLEY	56,662
WAGNER, GREGORY	91,268
WAGNER, J BRENT	70,954
WALBAUM, KENDRA	72,808
WALKER, DONNA	86,258
WALKER, MEGAN	102,838
WALKER, SHERRI	138,489
WALL, MELVA	51,646
WALLACE HERZOG, KRISTA	70,177
WALLIS, REBECCA	81,089
WALSH, TERA	102,850
WANG, LINGQIAO	76,721
WARBURTON, KATHRYN	59,543
WARD, DEBRA	65,523
WARD, WANDA	50,585
WARDLE, MELISSA	69,671
WASHEK, SHERRY L	51,529
WASYLIW, LORIE	51,950
WASYLUK, RHONDA	131,971
WASYLYSHEN, LISA	86,379
WATSON, STEPHANIE	65,115
WEAVER, KELLY	50,494
WEBER, WANDA	64,065
WEEKS, CAROLYN	52,703
WEGNER, DARCY E	50,441
WENDT, AMBER	76,133
WERLE, HAZEL	102,935
WERLE, LINDSAY	91,130
WERNER, TRACY	75,308
WESTBERG, BEVERLY	115,531
WESTERMAN, JULIA	101,633
WESTON, DEANNA	58,079
WHITE, EVA	115,288
WHITE, HOWARD	55,055
WHITEHAWK, BEVERLEY	99,577
WIEBE, CRYSTAL	93,445
WIKMAN, KRISTEN	72,046
WILEY, LAURA	96,901
WILK, LAURA	74,637
WILK, MIRANDA	50,568
WILLIAMS, CAROL	53,682
WILLIAMS, KYLEIGH	81,371
WILLIAMS, SHARON	51,091
WINTER, CANDICE	79,003
WIRTH, CALYSSA	85,556
WIWCHARUK, ROBERTA	201,622
WLOCK, CHERYL	95,628
WLOCK, DAN	106,755
WLOCK, JAMIE	70,143
WOICICHOWSKI, KAREN	129,129
WOITAS, KAYTLIN	75,085
WOLFE, TAMMY	105,361
WOLKOWSKI, CARMEN	51,349
WOLKOWSKI, VENETIA	51,010
WOLOSCHUK, JACQUELIN	95,100
WONCHULANKO, ADRIENNE	63,033
WOODRICH SRAMEK, SAMANTHA	102,049
WYLLYCHUK, BRENDA	67,274
WYONZEK, NANCY	114,258
YACYSHYN, MARY ANN	114,200
YAKIWCHUK, MARIA	56,887
YAKIWCHUK, NICHOLAS	54,195
YAMSON, RUSSELL	58,203
YANUSH, ANGELA	65,649
YAREMCHUK, MICHELLE	73,753
YAREMKO, CHERYL	108,974
YAREMKO, LARESA	83,130

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Personal Services (Cont)

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

YAREMOVICH, ELIZABETH	75,719
YAROTSKY, LORAINE	101,209
YATHON, JODIE	105,230
YEADON, KATELYN	71,687
YELLAND, DONNA	83,308
YEO, KARYN	56,486
YESUDASAN GEETHA, KISHORE	104,144
YOUNG, JANA	111,608
ZAMORA, RODEL	52,039
ZAPATA, ETHELDRED	121,398
ZASTRIZNY, WENDY	52,060
ZAWADA, KERI	90,100
ZHANG, BINGLI	150,567
ZIELINSKI, GAYLOLENE	66,775
ZIMMER, GLENDA	75,266
ZIMMER, KEELEY	61,794
ZIOLKOWSKI, ALAN	69,139
ZORN, CAROLEE	108,548
ZUBKO, MONA	53,254
ZUCHKAN, NANCY	56,914
ZUK, CONNIE	50,045
ZULYNIAK, CURTIS	116,322
ZULYNIAK, KELSEY	106,268

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more.

S.I.G.N. INDEPENDENT LIVING/VOCATIONAL EMP	254,737
SASK ABILITIES COUNCIL/SASKATOON	181,386
ST. ANTHONY'S HOSPITAL	435,381
ST. PETER'S HOSPITAL	1,151,039

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

3s HEALTH OUT OF SCOPE ENHANCED DENTAL	142,133
ABBOTT LABORATORIES - ROSS / PHARMACY	89,040
ADANE, DR. RICARDO	171,340
ADEFOLARIN, DR OLUREMI	483,740
ADENAIKE, DR. VICTOR	400,765
AFSHARI, DR. HAMED	270,725
AHMED, DR. SEEMA	165,033
ALCON CANADA INC.	386,724
ALL SASK COFFEE SERVICES INC.	72,966
ARI FINANCIAL SERVICES T46163	1,146,634
ARJOHUNTLEIGH CANADA INC.	54,161
ARxIUM INC.	372,915
BARD CANADA INC.	119,949
BAXTER CORPORATION	103,689
BECKMAN COULTER CANADA LP	238,007
BENY, DR. M.	83,705
BIA: DR. F. H.	61,928
BIOMED RECOVERY & DISPOSAL LTD.	117,397
BOROTO, DR. KAHIMANO	394,932
BOTHA, DR. PIETER	82,520
BRYNGELSON & ASSOCIATES INC.	317,390
BUNZL CANADA INC.	121,108
CARDINAL HEALTH CANADA INC.	942,129
CARESTREAM HEALTH CANADA COMPANY'S	70,928
CHARIS MEDICAL	132,725
CHHETRI, DR. ASHOK	63,323
CHIEF MEDICAL SUPPLIES LTD	89,678
CHITTRONICS LTD.	580,941
CHRISTIE INNOMED INC.	94,258
CITRIX SYSTEMS INC.	59,973
CITY OF MELVILLE	50,007
CITY OF YORKTON	239,087
COLLINS BARROW PQ LLP	58,690
COMPUTRITION	146,447
CONCENTRA FINANCIAL	436,960
CONNEX ONTARIO INC.	92,124
CONVATEC CANADA LTD. (BRISTOL MYERS)	129,043
COVIDIEN CANADA ULC	360,759
CPDN	441,841

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Supplier Payments (Cont)

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

CSI LEASING CANADA LTD.	214,961
CU CREDIT	100,007
DEVICOR MEDICAL CANADA, INC.	54,824
DIVERSEY CANADA INC.	144,699
DJAN, DR. DEBORAH CYH	351,742
DUCK MOUNTAIN AMBULANCE CARE LTD.	833,580
EASY CARE LIVING CENTRE - BRODA	97,006
EECOL ELECTRIC (SASK) LTD	255,278
EHEALTH SASKATCHEWAN	367,313
ENERGY GUARD WATER TECHNOLOGY	70,575
ERHAZE, DR. SYLVESTER	497,029
EYBERS: DR. VON WELFLING	66,667
FAJIMI, DR. OLAITAN	98,924
FEDOROWICH CONSTRUCTION LTD.	104,549
FISHER SCIENTIFIC COMPANY	69,812
FOURIE: DR. P.	421,715
GE HEALTHCARE CANADA	840,223
GOLDEN OPPORTUNITIES FUND INC.	52,976
GRAND & TOY	169,213
GREAT WEST LIFE ASSURANCE COMPANY	932,746
HAHN, DR. J.A.	462,643
HEGGIE, DR. MARCIE MED. PROF CORP.	160,501
HILL ROM CANADA LTD.	232,240
HOME INN & SUITES	63,873
HONEYWELL LIMITED	128,586
HOSPIRA HEALTHCARE CORP.	727,622
HOSPITALITY NETWORK CANADA INC.	113,724
HSAS	171,654
IDEASOURCE RECOGNITION & REWARDS INC.	66,233
IMPACT SECURITY GROUP	90,421
INNOMAR STRATEGIES INC.	96,705
INSTRUMENTATION LABORATORY	261,916
JAFARIAN, DR. SIROUS	268,823
JOHNSON & JOHNSON MEDICAL PRODUCTS	86,961
JOKHAN, DR RIKASH	58,064
KARUNATILKE, DR. PUSHPIKA	70,353
KASIM, DR. YUSUF	66,867
KAUR, DR. MANJEET SINGH	70,668
KCI MEDICAL CANADA, INC.	138,696
KOUDSE DR. NASIR	243,786
LAWALE, DR. DAG	188,326
LEE: DR. F. R.	189,621
LOGAN STEVENS CONSTRUCTION (2000) LTD.	74,056
LOGIBEC INC.	102,223
MACHNEE, DR. ELIZABETH	170,562
MACQUARIE EQUIPMENT FINANCE LTD.	866,559
MANYANDE, DR. TEKESAI	146,918
MARAIS, DR. S. A.	318,823
MARSH CANADA LIMITED	463,941
MARTINSON, DR. SHEILA	80,654
MCKESSON CANADA CORPORATION	960,480
MCKESSON DISTRIBUTION PARTNERS	210,019
MEIRING, DR. G.	227,496
MEYER, DR. CATHARINA	220,614
MINISTER OF FINANCE/REVENUE DIVISION	92,578
MLT AIKINS LLP	154,326
NELSON COURIER	80,867
NIXON ELECTRIC	114,164
NSUNGU, DR. MANDIANGU	62,085
OBAYAN, DR.	56,256
OBIORA, DR. VICTOR N.	287,201
ODUNTAN: DR. O.	210,545
OGUNBIYI, DR. AJIBOLA	367,699
OKAFOR, DR. LIVINUS P.C.	124,241
OLOKO, DR. SALIU	90,420
OLYMPUS CANADA INC.	329,241
ONAOLAPO, DR MOFOLASHADE H	85,385
ORTHO CLINICAL DIAGNOSTICS HOLDINGS CORP	535,694
OSIME, DR. CHARLES	179,755
OTTENBREIT SANITATION SERVICES LTD.	75,290
OTUKOYA, DR. F.	69,167
PARKLAND VALLEY SPORT, CULTURE & RECREATION DISTRI	131,055
PATTERSON MEDICAL CANADA INC*use PER033*	56,866
PENGUIN REFRIGERATION LTD./YORKTON	157,122
PHILIPS HEALTHCARE A DIVISION OF PHILIPS ELECTRONICS	233,029
POON, DR. (CANORA HOSP)	122,542
PRESS, DR. M.	272,109
PROVINCIAL PUBLIC SAFETY	57,552

SUNRISE REGIONAL HEALTH AUTHORITY
PAYEE DISCLOSURE LIST
For the Year Ended March 31, 2017

Supplier Payments (Cont)

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment.

PUBLIC EMPLOYEES PENSION PLAN	230,946
RABIN, DR. MICHAEL	197,618
REGINA HEALTH DISTRICT/EMERGENCY MEDICAL SERVICES	242,550
REGINA QU'APPELLE HEALTH /LABORATORY	263,435
RESIDENT TRUST ACCT	411,125
ROCHE DIAGNOSTICS/LAVAL,PQ	168,423
ROODT, DR. J.	411,055
ROYAL BANK OF CANADA	751,974
RUSNAK, BALACKO, KACHUR & RUSNAK	210,649
RUSSELL FOODS LTD	67,930
RUSSELL, DR. PAUL	396,355
S.A.H.O. - EMPL STRATEGY	175,488
S.I.G.N.	650,264
S.P.M. (SASK PROPERTY MANAGEMENT)	226,033
S.U.N. - LOCAL #43 YRHC	51,902
SAGE CREEK DEVELOPMENT LTD.	173,644
SAPUTO DAIRY PRODUCTS CANADA G.P.	214,364
SASK UNION OF NURSES	616,920
SASK. ENERGY CORPORATION	722,577
SASKATOON INSTITUTE FOR MEDICAL SIMULATION	50,662
SASKWORKS VENTURE FUND INC.	196,547
SECUR ITECH INC.	116,492
SELECT MEDICAL CONNECTIONS	192,028
SGI AUTOFUND DIVISION	155,780
SHAHRESTANI, DR. MORTEZA Z.	244,503
SHAMROCK AMBULANCE/WYNYARD	338,988
SHOPPERS HOME HEALTH CARE	71,335
SINGH, DR. SHAMSHER	114,041
SOFTCHOICE LP	62,860
SOLUTIONS STAFFING INC.	50,040
SOUTHLAND ROOFING INC.	228,232
SPIES, DR. C.	66,667
SRNA	237,243
STERIS CANADA INC.	106,874
SUNLIFE FINANCIAL	86,252
SUPREME BASICS	164,797
SWAN, DR. NADINE	219,779
TAG'S PLUMBING & HEATING LTD.	171,712
THE STEVENS COMPANY LTD	379,700
TIER 5 SYSTEMS LTD	114,449
TOKARUK, SANDRA	123,320
TOSHIBA CANADA MEDICAL SYSTEMS LTD.	960,610
VAN EEDEN, DR. DONAVAN	346,106
VILJOEN, DR.	69,175
VITALAIRE HEALTHCARE	189,872
VORSTER, DR. J.	317,969
WAGNER'S FLOORING LTD.	60,491
WANIS, DR. NASHAT	66,867
WESTON BAKERIES LTD.	69,299
WOOD WYANT INC.	301,226
X10 NETWORKS	459,658

Management Report

May 31, 2017

Sunrise Health Region
Report of Management

The accompanying financial statements are the responsibility of management and are approved by the Sunrise Regional Health Authority. The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority is responsible for reviewing the financial statements and overseeing Management's performance in financial reporting. The Authority meets with Management and the external auditors to discuss and review financial matters. The Authority approves the financial statements and the annual report.

The appointed auditor conducts an independent audit of the financial statements. The auditor's report expresses an opinion on the fairness of the financial statements prepared by Management.

Christina Denysek
Interim President & Chief Executive Officer

Lorelei Stusek
Vice President of Corporate Services

Sunrise Regional Health Authority

CONSOLIDATED FINANCIAL STATEMENTS

Year Ended March 31, 2017

Table of Contents

	Page
Independent Auditors' Report	1
Consolidated Statement of Financial Position	2
Consolidated Statement of Operations	3
Consolidated Statement of Changes in Fund Balances	4
Consolidated Statement of Cash Flows	5
Notes to Consolidated Financial Statements	6-27
Schedule of Expenses by Object	28
Schedule of Cash and Investments	29
Schedule of Externally-Restricted Funds	30
Schedule of Internally-Restricted Funds	31
Schedule of Board Remuneration, Benefits and Allowances	32
Schedule of Senior Management Salaries, Benefits, Allowances and Severance	32

COLLINS BARROW

Independent Auditors' Report

To the board of directors
Sunrise Regional Health Authority

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of Sunrise Regional Health Authority, which comprise the Statement of Financial Position as at March 31, 2017, and the Statements of Operations, Changes in Fund Balances and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sunrise Regional Health Authority as at March 31, 2017, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Emphasis of Matter

We draw attention to Note 19 to the financial statements which describes the restructuring of the province's twelve existing Regional Health Authorities, including the Sunrise Regional Health Authority, into one single Provincial Health Authority.

Collins Barrow PQ LLP

Collins Barrow PQ LLP

Yorkton, SK
May 31, 2017

Sunrise Regional Health Authority

Yorkton, Saskatchewan

Consolidated Statement of Financial Position

As at March 31, 2017

Statement 1

	Restricted Funds				
	Operating Fund	Capital Fund	Community Trust and Endowment Funds	Total 2017	Total 2016
Assets					
Current Assets					
Cash and short-term investments - schedule 2	2,431,608	2,867,329	365,096	5,664,033	7,063,013
Accounts receivable					
Ministry of Health - General Revenue Fund	762,271			762,271	1,136,209
Other	1,707,364	66,660		1,774,024	1,342,648
Inventories	1,159,492			1,159,492	1,174,866
Prepaid expenses	1,206,107	1,647,603		2,853,710	2,362,074
	7,266,842	4,581,592	365,096	12,213,530	13,078,810
Long-Term Investments - schedule 2	701,498			701,498	518,591
Capital Assets - note 3		64,395,987		64,395,987	68,284,903
Total Assets	$ 7,968,340	$ 68,977,579	$ 365,096	$ 77,311,015	$ 81,882,304
Liabilities and Fund Balances					
Current Liabilities					
Bank indebtedness - note 13	12,941,713			12,941,713	10,749,365
Accounts payable	2,963,196			2,963,196	5,000,266
Accrued salaries	6,396,399			6,396,399	7,443,260
Vacation payable	14,706,909			14,706,909	14,484,815
Other accrued liabilities	1,152,319	15,058		1,167,377	991,988
Mortgages payable - current - note 5		1,466,000		1,466,000	1,574,900
Deferred revenue - note 6	933,703			933,703	1,485,508
	39,094,239	1,481,058		40,575,297	41,730,102
Long-Term Liabilities					
Mortgages payable - note 5		10,452,248		10,452,248	11,926,447
Employee future benefits - note 11	6,652,000			6,652,000	6,563,600
	6,652,000	10,452,248		17,104,248	18,490,047
Total Liabilities	45,746,239	11,933,306		57,679,545	60,220,149
Fund Balances - statement 3					
Invested in capital assets		52,477,739		52,477,739	54,783,556
Externally-restricted - schedule 3		1,600,413	365,096	1,965,509	1,780,420
Internally-restricted - schedule 4	37,875	2,966,121		3,003,996	3,651,234
Unrestricted	(37,815,774)			(37,815,774)	(38,553,055)
	(37,777,899)	57,044,273	365,096	19,631,470	21,662,155
Total Liabilities and Fund Balances	$ 7,968,340	$ 68,977,579	$ 365,096	$ 77,311,015	$ 81,882,304

Contractual obligations - note 4
Asset retirement obligations - note 4
Pension Plan - note 11

Approved on behalf of the board:

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Consolidated Statement of Operations

For the year ended March 31, 2017

Statement 2

	Operating Fund		Restricted Funds			
	Budget 2017 (Note 12)	Operating 2017	Capital Fund 2017	Community Trust and Endowment Funds 2017	Total 2017	Total 2016
Revenue						
Ministry of Health - general	202,151,996	200,686,149	1,710,842		202,396,991	202,070,600
Other provincial	2,363,711	2,001,370			2,001,370	2,004,306
Federal government		2,010			2,010	618
Patient and client fees	13,747,650	13,580,502			13,580,502	13,432,585
Out-of-province (reciprocal)	3,178,027	3,526,387			3,526,387	2,458,325
Out-of-country	72,132	164,442			164,442	87,006
Transfers from foundations/donations		163,074	823,369		986,443	1,370,324
Ancillary operations	1,257,800	1,273,266			1,273,266	1,277,934
Investment income	92,500	82,427	35,495	3,269	121,191	353,142
Recoveries	2,263,170	5,778,727			5,778,727	4,171,830
Other	97,850	95,357	88,129		183,486	1,231,288
Total revenues	225,224,836	227,353,711	2,657,835	3,269	230,014,815	228,457,958
Expenses						
Inpatient and Resident Services						
Nursing administration	4,993,409	4,832,006	2,633		4,834,639	5,442,729
Acute	32,936,751	33,967,989	442,006		34,409,995	35,214,869
Supportive	45,179,730	47,201,450	569,514		47,770,964	47,985,245
Mental health and addictions	2,519,038	2,591,775	5,734		2,597,509	2,620,800
Total Inpatient and Resident Services	**85,628,928**	**88,593,220**	**1,019,887**		**89,613,107**	**91,263,643**
Physician Compensation	**14,686,198**	**13,830,979**			**13,830,979**	**12,997,318**
Ambulatory Care Services	**6,933,443**	**6,912,047**	**31,389**		**6,943,436**	**6,801,160**
Diagnostic and Therapeutic Services	**21,624,556**	**21,065,768**	**616,002**		**21,681,770**	**21,932,606**
Community Health Services						
Primary health care	3,676,231	3,565,287	32,718		3,598,005	3,934,365
Home care	13,675,769	13,055,263	14,752		13,070,015	13,295,012
Mental health and addictions	5,632,940	5,178,294	5,377		5,183,671	4,907,695
Population health	7,440,465	7,468,681	10,074		7,478,755	7,268,451
Emergency response services	6,519,855	6,537,379	53,485		6,590,864	6,814,131
Other community services	1,434,650	1,306,729	1,336		1,308,065	1,397,949
Total Community Health Services	**38,379,910**	**37,111,633**	**117,742**		**37,229,375**	**37,617,603**
Support Services						
Program support	14,991,064	15,793,223	14,604		15,807,827	14,029,453
Operational support	38,820,950	38,833,291	181,340		39,014,631	38,447,570
Other support	531,911	968,967	5,413,896	1,000	6,383,863	6,776,514
Employee future benefits	88,400	88,400			88,400	42,100
Total Support Services	**54,432,325**	**55,683,881**	**5,609,840**	**1,000**	**61,294,721**	**59,295,637**
Ancillary	**1,477,128**	**1,439,612**	**12,500**		**1,452,112**	**2,015,941**
Total expenses - schedule 1	223,162,488	224,637,140	7,407,360	1,000	232,045,500	231,923,908
Excess (Deficiency) of Revenue over Expenses	$ 2,062,348	$ 2,716,571	$(4,749,525)	$ 2,269	$(2,030,685)	$(3,465,950)

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Consolidated Statement of Changes in Fund Balances

For the year ended March 31, 2017

Statement 3

	Operating Fund	Capital Fund	Community Trust and Endowment Funds	Total 2017
Fund balance, beginning of year	(38,504,221)	59,786,683	379,693	21,662,155
Excess (deficiency) of revenues over expenses	2,716,571	(4,749,525)	2,269	(2,030,685)
Interfund transfers - note 14	(1,990,249)	2,007,115	(16,866)	
Fund balance, end of year	$(37,777,899)	$ 57,044,273	$ 365,096	$ 19,631,470

	Operating Fund	Capital Fund	Community Trust and Endowment Funds	Total 2016
Fund balance, beginning of year	(38,412,116)	63,156,933	383,288	25,128,105
Excess (deficiency) of revenues over expenses	2,093,602	(5,565,332)	5,780	(3,465,950)
Interfund transfers - note 14	(2,185,707)	2,195,082	(9,375)	
Fund balance, end of year	$(38,504,221)	$ 59,786,683	$ 379,693	$ 21,662,155

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Consolidated Statement of Cash Flows
For the year ended March 31, 2017

Statement 4

	Unrestricted Fund		Restricted Funds			
	Operating Fund 2017	Operating Fund 2016	Capital Fund 2017	Community Trust and Endowment Funds 2017	Total 2017	Total 2016
Cash Provided By (Used In):						
Operating activities						
Excess (deficiency) of revenue over expenses for the year	2,716,571	2,093,602	(4,749,525)	2,269	(4,747,256)	(5,559,552)
Net change in non-cash working capital - note 7	(2,203,743)	(1,184,214)	(1,479,809)		(1,479,809)	(186,591)
Amortization of capital assets			6,955,709		6,955,709	6,970,868
	512,828	909,388	726,375	2,269	728,644	1,224,725
Capital activities						
Purchase of capital assets						
Buildings/construction						(1,006,667)
Equipment			(3,066,792)		(3,066,792)	(1,097,358)
	0	0	(3,066,792)	0	(3,066,792)	(2,104,025)
Investing activities						
Disposal of long-term investments	365,910	464,956				300,000
Purchase of long-term investments	(548,818)	(250,463)				
	(182,908)	214,493	0	0	0	300,000
Financing activities						
Increase (decrease) in bank indebtedness	2,192,347	347,379				
Repayment of debt			(1,583,099)		(1,583,099)	(1,524,297)
	2,192,347	347,379	(1,583,099)	0	(1,583,099)	(1,524,297)
Net Increase (Decrease) in Cash and Short-Term Investments for the Year	2,522,267	1,471,260	(3,923,516)	2,269	(3,921,247)	(2,103,597)
Cash and short-term investments, beginning of year	1,899,590	2,614,037	4,783,730	379,693	5,163,423	5,081,313
Interfund transfers - note 14	(1,990,249)	(2,185,707)	2,007,115	(16,866)	1,990,249	2,185,707
Cash and Short-Term Investments, End of Year	$ 2,431,608	$ 1,899,590	$ 2,867,329	$ 365,096	$ 3,232,425	$ 5,163,423

The accompanying notes and schedules are part of these consolidated financial statements.

1. Legislative Authority

The Sunrise Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as the Sunrise Health Region, under Section 27 of The Act. The Sunrise RHA is a non-profit organization and is not subject to income and property taxes from the federal, provincial, and municipal levels of government. The RHA is a registered charity under the *Income Tax Act* of Canada.

2. Significant Accounting Policies

These consolidated financial statements have been prepared in accordance with Canadian public sector accounting (PSA) standards, issued by the Public Sector Accounting Board and published by CPA Canada. The RHA has adopted the standards for government not-for-profit organizations, set forth at PSA Handbook section PS 4200 to PS 4270.

(a) Health care organizations

(i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCO) and third parties to provide health services:

Society for the Involvement of Good Neighbours Inc.
Saskatchewan Abilities Council
Yorkton Mental Health Drop In Centre

Note 9(b)(i) provides disclosure of payments to HCO'S and third parties.

(ii) The RHA has joint service management agreements with all three of its affiliates; St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville. The purpose of the agreements is to share management, contract human resources and finance services to the affiliates.

As a result, the financial statements of St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville are consolidated with the financial statements of the RHA. Transactions and interorganizational balances between the RHA and St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville are eliminated.

Note 9(b)(ii) provides supplementary information regarding the financial position, results of operations and cash flows of the consolidated affiliates.

(iii) The Health Foundation of East Central Saskatchewan Inc., St. Peter's Hospital Foundation (Melville) Inc. and St. Anthony's Hospital Foundation Inc. (the Foundations) are incorporated under *The Non-Profit Corporations Act* and are registered charities under *The Income Tax Act* of Canada.

Under the Foundations' Articles of Incorporation, the RHA or the respective affiliates have an economic interest in the Foundations.

These consolidated financial statements do not include the financial activities of the Foundations. Alternatively, note 9(b)(iii) provides supplementary information of the Foundations.

2. **Significant Accounting Policies** - continued

(b) Fund accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

(i) Operating fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

(ii) Capital fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of interest on long-term mortgages and amortization of capital assets.

(iii) Community trust and endowment fund

Community trust

The community trust fund is a restricted fund that reflects community-generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the district from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

Endowment fund

Under the terms of the will of the late Dr. Borys Tolczynski, the RHA administers an endowment fund. The interest from this fund is to be used for education and training expenditures which benefit the health region. Unexpended interest each year is added to the endowment principal. The RHA cannot encroach upon the original endowment bequest of $201,771 plus unexpended interest except in special circumstances.

(c) Revenue

Unrestricted revenues are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenues related to general operations are recorded as deferred revenue and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted revenues are recognized as revenue of the appropriate restricted fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

2. **Significant Accounting Policies** - continued

(d) Capital assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets with a life exceeding one year are amortized on a straight-line basis over their estimated useful lives as follows:

Buildings and service equipment	2.5% to 10%
Land improvements	4% to 10%
Equipment	4% to 25%

Donated capital assets are recorded at their fair value at the date of contribution (if fair value can be reasonably determined).

(e) Asset retirement obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

(f) Inventories

Inventories consist of general stores, pharmacy, laboratory, linen and other. All inventories are held at the lower of cost and net realizable value. Cost is determined on an average-cost basis.

(g) Employee future benefits

i) Pension plan:

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

ii) Disability income plan:

Employees of the RHA participate in several disability income plans to provide wage-loss insurance due to a disability. The RHA follows post-employment benefits accounting for its participation in the plans. Accordingly, the RHA expenses all contributions it is required to make in the year.

iii) Accumulated sick leave benefit liability:

The RHA provides sick leave benefits for employees that accumulate but do not vest. The RHA recognizes a liability and an expense for sick leave in the period in which employees render services in return for the benefits. The liability and expense is developed using an actuarial cost method.

2. **Significant Accounting Policies** - continued

(h) Measurement uncertainty

These consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. In the preparation of consolidated financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

(i) Financial instruments

The RHA has classified its financial instruments into one of the following categories:
(i) fair value or
(ii) cost or amortized cost.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's length transaction between knowledgeable and willing parties under no compulsion to act. The following financial instruments are subsequently measured at cost or amortized cost:

- accounts receivable
- short-term and long-term investments
- accounts payable, accrued salaries, vacation payable and other accrued liabilities
- mortgages payable

As at March 31, 2017 (2016 - nil), the RHA does not have any material outstanding contracts or financial instruments with embedded derivatives. Financial assets are categorized as level 1 in the fair value hierarchy.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the Statement of Operations.

(j) Replacement reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

(k) Volunteer services

The operations of the RHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the consolidated financial statements.

(l) Leases

Leases that transfer substantially all of the benefits and risks of ownership related to the leased property form the lessor to Sunrise RHA are accounted for as a capital lease. Other leases are accounted for as operating leases.

2. **Significant Accounting Policies** - continued

(m) New accounting standards not yet in effect

A number of new Canadian public sector accounting standards and amendments to standards are not yet effective for governments and have not been applied in preparing these financial statements. The following standards will become effective as follows:

(i) PS 2200 Related Party Disclosures (effective April 1, 2017), a new standard defining related parties and establishing guidance on disclosure requirements for related party transactions.

(ii) PS 3210 Assets (effective April 1, 2017), a new standard providing guidance for applying the definition of assets and establishing disclosure requirements for assets.

(iii) PS 3320 Contingent Assets (effective April 1, 2017), a new standard defining and establishing guidance on disclosure requirements for contingent assets.

(iv) PS 3380 Contractual Rights (effective April 1, 2017), a new standard defining and establishing guidance on disclosure requirements for contractual rights.

(v) PS 3420 Inter-Entity Transactions (effective April 1, 2017), a new standard establishing guidance on accounting for and reporting on transactions between organizations in the government reporting entity.

(vi) PS 3430 Restructuring Transactions (effective April 1, 2018), a new standard defining a restructuring transaction and establishing guidance on recognition and measurement of assets and liabilities transferred in a restructuring transaction.

(vii) PS 3450 Financial Instruments (effective April 1, 2019), a new standard establishing guidance on the recognition, measurement, presentation and disclosure of financial instruments, including derivatives.

(viii) PS 2601 Foreign Currency Translation (effective April 1, 2019), replaces PS 2600 with revised guidance on the recognition, presentation and disclosure of transactions that are denominated in a foreign currency.

(ix) PS 1201 Financial Statement Presentation (effective in the period PS 3450 and PS 2601 are adopted), replaces PS 1200 with revised general reporting principles and standards of presentation and disclosure in government financial statements.

(x) PS 3041 Portfolio Investments (effective in the period PS 3450, PS 2601 and PS 1201 are adopted), replaces PS 3040 with revised guidance on accounting for, and presentation and disclosure of, portfolio investments.

The region plans to adopt these new and amended standards on the effective date and is currently analyzing the impact this will have on these financial statements.

3. **Capital Assets**

	March 31, 2017			2016
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	228,908		228,908	228,908
Land improvements	2,752,539	1,178,946	1,573,593	1,632,786
Buildings and service equipment	139,811,518	85,130,870	54,680,648	58,897,787
Equipment	37,962,506	30,517,026	7,445,480	7,134,555
Construction-in-progress	467,358		467,358	390,867
	$ 181,222,829	$ 116,826,842	$ 64,395,987	$ 68,284,903

4. **Contractual Obligations**

(a) Capital asset acquisitions

At March 31, 2017, contractual obligations for acquisition of capital assets were $1,029,152 (2016 - $1,654,979).

(b) Supplier payments

At March 31, 2017, contractual obligations for outstanding purchase orders were $3,750,703 (2016 - $1,825,638).

(c) Operating leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2018	2,274,516
2019	1,768,757
2020	1,261,554
2021	1,002,885
2022	1,226,332
Total minimum lease payments	$ 7,534,044

(d) Asset retirement obligations

The RHA may be subject to asset retirement obligations on its facilities for which the fair value cannot be reasonably estimated due to the indeterminate timing and scope of removal. The asset retirement obligation for these assets will be recorded in the period in which there is sufficient information to estimate fair value.

(e) Contracted health service organizations

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA. Services provided in the year ending March 31, 2017 will continue to be contracted for the following fiscal year. Note 9(b) provides supplementary information on health care organizations.

5. Mortgages Payable

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2017	2016
Yorkton and District Nursing Home				
CMHC, due June 1, 2027	8.000%	$69,670; mortgage renewal date, June 1, 2027, guaranteed by building NBV $9,308,033	489,675	519,522
CMHC, due November 1, 2022	1.53%	$136,221; mortgage renewal date, December 1, 2017, guaranteed by building NBV $9,308,033	739,015	862,962
Foam Lake Jubilee Home				
CMHC, due January 1, 2022	1.31%	$37,955; mortgage renewal date, January 1, 2022, guaranteed by building NBV $865,153	177,676	210,820
Lakeside Manor Care Home				
CMHC, due August 1, 2021	1.31%	$86,923; mortgage renewal date, August 1, 2021, guaranteed by building NBV $886,030	372,828	449,511
Theodore Health Centre				
CMHC, due December 1, 2023	.83%	$42,842; mortgage renewal date, February 1, 2018, guaranteed by building NBV $924,114	281,136	321,429
Langenburg Centennial Special Care Home				
CMHC, due September 1, 2026	8.000%	$27,884; mortgage renewal date, September 1, 2026, guaranteed by building NBV $2,363,266	186,368	199,039
CMHC, due April 1, 2022	1.46%	$48,432; mortgage renewal date, March 1, 2022, guaranteed by building NBV $2,363,266	237,169	277,938
Invermay Health Centre				
CMHC, due March 1, 2017	4.61%	$27,438 of which $7,122 is subsidized by SHC, yielding an effective interest rate of (11.27%); mortgage matured, June 1, 2016, guaranteed by building NBV $391,071		26,788
CMHC, due May 1, 2022	1.14%	$34,826; mortgage renewal date, June 1, 2021, guaranteed by building NBV $2,363,266	174,661	206,457
Norquay Health Centre				
CMHC, due March 1, 2017	4.61%	$26,824 of which $7,578 is subsidized by SHC, yielding an effective interest rate of (10.22%); mortgage matured, June 1, 2016, guaranteed by building NBV $713,211		26,189
CMHC, due July 1, 2022	1.14%	$35,618; mortgage renewal date, June 1, 2016, guaranteed by building NBV $713,211	184,223	216,659
Canora Gateway Lodge				
CMHC, due April 1, 2017	1.11%	$4,086, mortgage paid out April 1, 2017, guaranteed by building NBV $779,903	4,086	52,587

5. **Mortgages Payable** - continued

Title of Issue	Interest Rate	Annual Repayment Terms (Principal and Interest)	Balance Outstanding 2017	2016
Kamsack Nursing Home CMHC, due February 1, 2017	4.420%	$89,961 of which $19,684 is subsidized by SHC, yielding an effective interest rate of (40.94%); mortgage matured, February 1, 2017		80,856
Cornerstone Credit Union, non-affiliate mortgage consolidation, due May 1, 2019	3.65%	$88,230; mortgage renewal date, May 1, 2019, guaranteed by building NBV $11,815,576	179,990	260,068
St. Paul Lutheran Home of Melville CMHC, due August 1, 2022	1.710%	$94,758; mortgage renewal date, September 1, 2017, guaranteed by building NBV $2,507,543	489,916	575,551
Cornerstone Credit Union, mortgage consolidation due May 1, 2019	3.65%	$13,770; mortgage renewal date, June 1, 2018, guaranteed by building NBV $2,507,543	28,427	40,912
Ituna & District Pioneer Lodge CMHC, due May 1, 2025	8.000%	$28,655; mortgage renewal date, May 1, 2025, guaranteed by building NBV $1,288,021	172,470	186,928
Esterhazy Centennial Special Care Home CMHC, due August 1, 2022	4.440%	$47,374 of which $12,357 is subsidized by SHC, yielding an effective interest rate of 0.65%; mortgage renewal date, December 1, 2017, guaranteed by building NBV $674,448	227,917	264,408
Energy Renewal Project Royal Bank of Canada due 2032	2.64%	$426,839; mortgage renewal date, July 16, 2019, guaranteed by building NBV $14,080,214	4,495,465	4,799,218
RBC Life Insurance Company, due September 30, 2023	4.74%	$622,641; mortgage renewal date, September 30, 2023, guaranteed by building NBV $14,080,214	3,477,226	3,923,505
			11,918,248	13,501,347
Less: Current portion			1,466,000	1,574,900
			$ 10,452,248	$ 11,926,447

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the facilities as security. Principal amounts due within each of the next five years are estimated as follows:

2018	1,466,000
2019	1,510,100
2020	1,469,700
2021	1,505,500
2022	1,483,700
2023 and subsequent	4,483,248
	$ 11,918,248

6. Deferred Revenue

	Balance, Beginning of Year	Less: Amount Recognized	Add: Amount Received	Balance, End of Year
As at March 31, 2017				
Sask. Health Initiatives				
Acute Stroke Pathways	19,000	19,000		
Autism spectrum disorder - positions	21,720	21,720		
Autism spectrum disorder services	73,815	73,815		
Canora Physician	76,214	76,214		
CEC supplement for physician coverage	24,333			24,333
Children's mental health outreach	34,723	34,723		
DTFP KEIT program	35,447	4,669		30,778
HIV strategy	44,105	44,105		
Infection control funding	42,411	42,411		
Integrated stroke strategy pilot	243,380	243,380		
LTC Urgent Issues - gentle persuasion	33,018	29,679		3,339
Mental health approved home enhancements	2,408	2,408		
Relocation nurse practitioner grant			40,000	40,000
Secure care youth detox	35,164	35,164		
Take home naloxene program			10,000	10,000
Total Sask. Health	685,738	627,288	50,000	108,450
Other Government of Sask Initiatives				
Acquired brain injury	23,310	110,465	96,480	9,325
Alc. & Drug Services - corrections	7,048			7,048
Yorkton Primary Health Grant	171,366			171,366
Kids First	208,150	1,444,231	1,508,450	272,369
Pediatric Therapy Conference	31,810			31,810
Primary Care Physician Engagement	43,864			43,864
3sHealth - Enhanced preventative dental services	28,784	4,543		24,241
Stepping stone - primary care physician, admin and elders		12,597	36,254	23,657
SUN/3sHealth nurse recruitment and retention	147,209			147,209
Total Other Government of Sask	661,541	1,571,836	1,641,184	730,889
Non-Government of Sask Initiatives				
Assist program	1,087	1,502	3,600	3,185
Hospira smart pump	112,500	37,081		75,419
Rent received in advance	24,642	24,642	15,760	15,760
Total Non-Government of Sask.	138,229	63,225	19,360	94,364
Total Deferred Revenue	$ 1,485,508	$ 2,262,349	$ 1,710,544	$ 933,703

7. Net Change in Non-Cash Working Capital

	Operating Fund		Restricted Funds			
	2017	2016	Capital Fund	Community Trust and Endowment Funds	Total 2017	Total 2016
(Decrease) increase						
Accounts receivable	(35,916)	(288,079)	(21,521)		(21,521)	11,576
Inventory	15,374	(18,009)				
Prepaid expenses	865,992	(153,010)	(1,357,628)		(1,357,628)	(289,976)
Increase (decrease)						
Accounts payable	(1,942,357)	(1,708,681)	(94,713)		(94,713)	94,713
Accrued Salaries	(1,046,860)	2,336,675				
Vacation Payable	222,094	1,262,910				
Other accrued liabilities	181,337	(475,396)	(5,947)		(5,947)	(2,904)
Deferred revenue	(551,807)	(2,182,724)				
Employee future benefits	88,400	42,100				
	$(2,203,743)	$(1,184,214)	$(1,479,809)	$ 0	$(1,479,809)	$(186,591)

8. Patient and Resident Trust Accounts

The RHA administers funds held in trust for patients and residents utilizing the RHA's facilities. The total cash held in trust as at March 31, 2017 was $220,204 (2016 - $215,312). These amounts are not reflected in the consolidated financial statements.

9. Related Parties

These consolidated financial statements include transactions with related parties. The RHA is related to all Saskatchewan crown agencies such as ministries, corporations, boards and commissions under the common control of the government of Saskatchewan. The RHA is also related to non-crown enterprises that the government jointly controls or significantly influences. In addition, the RHA is related to other non-government organizations by virtue of its economic interest in these organizations.

(a) Related-party transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the consolidated financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

9. **Related Parties** - continued

(a) Related-party transactions - continued

Financial Statement Accounts	2017	2016
Assets		
Accounts Receivable		
General Revenue Fund	1,380,576	1,638,365
Health Shared Services Saskatchewan (3sHealth)		32,315
Saskatchewan Government Insurance	78,965	
Sask. Workers' Compensation Board	402,584	284,193
Prepaid Expenses		
Health Shared Services Saskatchewan (3sHealth)	8,741	8,741
SaskTel		530,987
Total Assets	$ 1,870,866	$ 2,494,601
Liabilities		
Accounts Payable		
eHealth Saskatchewan	189,850	6,430
Health Shared Services Saskatchewan (3sHealth)	192,845	228,985
Ministry of Central Services	22,568	28,417
Regina Qu'Appelle Health Region	146,520	60,638
Saskatchewan Health Employees Pension Plan *		1,460,010
3sHealth - Core Dental	121,191	
3sHealth - Disability Income Plan *		218,679
Society for Involvement of Good Neighbours Inc.	50,488	33,572
SaskEnergy	135,498	159,644
SaskPower	135,007	127,727
SaskTel	45,962	123,678
Total Liabilities	$ 1,039,929	$ 2,447,780
Revenue		
Christ the Teacher School Division	67,150	69,804
eHealth Saskatchewan	58,421	69,458
General Revenue Fund	3,279,943	2,753,376
Health Shared Services Saskatchewan (3sHealth)	158,201	180,252
Saskatchewan Government Insurance	99,877	98,265
Sask. Workers' Compensation Board	2,893,476	1,874,135
Total Revenue	$ 6,557,068	$ 5,045,290
Expenses		
eHealth Saskatchewan	360,883	360,688
Christ the Teacher RCS School Division	44,153	40,830
Public Employees Pension Plan *	231,552	251,557
Regina Qu'Appelle Health Region	561,473	609,623
Health Shared Services Saskatchewan (3sHealth)	2,691,691	2,097,138
Ministry of Central Services	219,894	289,131
3sHealth - Core Dental Plan *	1,483,874	996,420
3sHealth - Disability Income Plan *	2,700,071	2,986,735
3sHealth - Employment Strategy *	175,488	164,956
3sHealth - Enhanced Dental Plan *	3,500,806	3,329,967
Sask. Workers' Compensation Board	2,367,557	2,472,000
Saskatchewan Government Insurance	155,780	130,482
Saskatchewan Health Employees Pension Plan *	20,229,048	20,196,789
Saskatoon Health Region	40,988	9,130
SaskEnergy	712,950	813,256
SaskPower	1,884,040	1,788,819
SaskTel	1,517,089	1,299,061
Society for the Involvement of Good Neighbours	667,179	663,624
Total Expenses	$ 39,544,516	$ 38,500,206

* Indicates that employee portion is included in the above expense

In addition, the RHA pays provincial sales tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

9. **Related Parties** - continued

(b) Health-care organizations

(i) Prescribed health care organizations and third parties

The RHA has also entered into agreements with prescribed health care organizations (HCO's) and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to prescribed HCO's and third parties:

	2017	2016
Saskatchewan Abilities Council	180,912	104,359
Society for the Involvement of Good Neighbours Inc.	334,574	358,108
Yorkton Mental Health Drop In Centre		56,800
	$ 515,486	$ 519,267

(ii) Affiliates with joint service management agreements

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately-owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. Further, the RHA provides most of the affiliate's funding. Accordingly, the RHA has the ability to affect the strategic operating, investing and financing activities of the affiliates.

The RHA consolidated financial statements include the accounts of St. Anthony's Hospital, St. Peter's Hospital and St. Paul Lutheran Home of Melville based on the joint service management agreement held with each of the three organizations. The following information, which combines the operating fund and capital fund, is supplementary to those statements.

9. **Related Parties** - continued

(b) Health-care organizations - continued

(ii) Affiliates with joint service management agreements - continued

	St. Anthony's Hospital	St. Peter's Hospital	St. Paul Lutheran Home	Total 2017	Total 2016
Statement of Financial Position					
Total assets	$ 1,763,499	$ 2,788,214	$ 3,882,081	$ 8,433,794	$ 8,322,753
Total liabilities	568,771	1,067,961	2,767,614	4,404,346	4,289,297
Total fund balances	1,194,728	1,720,253	1,114,467	4,029,448	4,033,456
	$ 1,763,499	$ 2,788,214	$ 3,882,081	$ 8,433,794	$ 8,322,753
Results of Operations					
RHA grant	3,972,296	8,151,482	8,938,318	21,062,096	20,301,169
Other revenue	276,331	393,781	2,420,724	3,090,836	3,045,809
Total revenue	4,248,627	8,545,263	11,359,042	24,152,932	23,346,978
Salaries and benefits	2,976,758	6,733,580	9,664,895	19,375,233	17,098,486
Other expenses *	1,346,513	1,558,768	1,876,426	4,781,707	7,049,087
Total expenses	4,323,271	8,292,348	11,541,321	24,156,940	24,147,573
Excess (deficiency) of revenue over expenses	$(74,644)	$ 252,915	$(182,279)	$(4,008)	$(800,595)

* Other expenses includes amortization of $589,442 (2016 - $656,535).

Cash Flows					
Cash from operations	31,655	417,446	5,111	454,212	(212,614)
Cash used in financing activities			(98,120)	(98,120)	(96,179)
Cash used in investing activities **	(23,296)		(97,239)	(120,535)	(158,881)
Increase (decrease) in cash	$ 8,359	$ 417,446	$(190,248)	$ 235,557	$(467,674)

** Cash used in investing activities includes capital purchases of $123,635 (2016 - $158,881).

9. **Related Parties** - continued

(b) Health-care organizations - continued

(iii) Fundraising foundations

Fundraising efforts are undertaken through the non-profit business corporations known as The Health Foundation of East Central Saskatchewan Inc., St. Peter's Hospital Foundation (Melville) Inc. and St. Anthony's Hospital Foundation Inc. (the Foundations). The RHA or the respective affiliates have an economic interest in the Foundations. The Foundations have the following year ends:

The Health Foundation of East Central Saskatchewan Inc. - December 31
St. Peter's Hospital Foundation (Melville) Inc. - December 31
St. Anthony's Hospital Foundation Inc. - March 31

	St. Anthony's Hospital Foundation Inc.	St. Peter's Hospital Foundation (Melville) Inc.	Health Foundation of ECS Inc.	Total 2017	Total 2016
Statement of Financial Position					
Total assets	$ 3,192,382	$ 2,147,470	$ 2,751,592	$ 8,091,444	$ 8,061,689
Total liabilities	(150)		186,708	186,558	779,243
Total fund balances	3,192,532	2,147,470	2,564,884	7,904,886	7,282,446
	$ 3,192,382	$ 2,147,470	$ 2,751,592	$ 8,091,444	$ 8,061,689
Results of Operations					
Total revenues	155,582	58,327	1,483,392	1,697,301	2,202,583
Total contributions to the RHA	(75,860)	(70,507)	(403,605)	(549,972)	(1,047,079)
Total fundraising expenses	(8,894)	(7,157)	(279,229)	(295,280)	(417,976)
Total operating expenses			(229,909)	(229,909)	(239,372)
Excess (deficiency) of revenue over expenses	$ 70,828	$(19,337)	$ 570,649	$ 622,140	$ 498,156
Cash Flows					
Cash from operations	54,090	(42,485)	(230,750)	(219,145)	1,047,122
Cash from (used in) financing and investing activities	199,536	(6,510)	469,281	662,307	(1,240,983)
Increase (decrease) in cash	$ 253,626	$(48,995)	$ 238,531	$ 443,162	$(193,861)

10. Comparative Information

Certain balances on schedules 3 and 4 for comparative purposes have been reclassified to conform with the current year's presentation.

11. Employee Future Benefits

(a) Pension Plan

Employees of the RHA participate in one of the following pension plans:

1. Saskatchewan Healthcare Employees' Pension Plan (SHEPP) - This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Health Shared Services Saskatchewan (3sHealth) (a related party), and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the Saskatchewan Association of Health Care Organizations (SAHO) Board of Directors).

2. Public Employees' Pension Plan (PEPP) (a related party) - this is a defined contribution plan and is the responsibility of the Government of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation - benefits in schedule 1 and is equal to the RHA contributions amount below.

	2017			2016
	SHEPP[1]	PEPP	Total	Total
Number of active members	2,384	23	2,407	2,430
Member contribution rate, percentage of salary	8.10-10.7%*	6.00-7.00%*		
RHA contribution rate, percentage of salary	9.07-11.98%*	6.00-7.00%*		
Member contributions	9,532,158	112,294	9,644,452	9,643,757
RHA contributions	10,676,136	111,434	10,787,570	10,787,241

*Contribution rate varies based on employee group

1. Active members are employees of the RHA, including those on leave of absence as of March 31, 2017. Inactive members are not reported by the RHA, their plans are transferred to SHEPP and managed directly by them.

In addition to the above plans, the RHA has one employee in the Evangelical Lutheran Church in Canada pension plan whose member contributions were $5,335 (2016 - $5,227) with RHA contributions of $6,097 (2016 - $6,031).

Pension plan contribution rates have increased as a result of deficiencies in SHEPP. Any actuarially determined deficiency is the responsibility of participating employers and employees in the ratio of 1.12 to 1. Contribution rates will continue to increase until the next actuarial reports are completed.

11. **Employee Future Benefits** - continued

(b) Disability Income Plans

Employees of the RHA participate in one of the following disability income plans, administered by SaskHealth:

1. CUPE established in 1975 - affiliated with the Canadian Union of Public Employees
2. General established in 1975
3. SUN established in 1982 - affiliated with the Saskatchewan Union of Nurses

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Disability expense is included in Compensation - benefits in Schedule 1 and is equal to the RHA contributions amount below:

	2017				2016
	CUPE	General	SUN	Total	Total
Number of active members	1,725	270	464	2,459	2,476
Member contribution rate, percentage of salary	1.35%	60-.65%*	.69%		
RHA contribution rate, percentage of salary	1.35%	.65-.70%	.81%		
Member contributions (thousands of dollars)	948,739	144,768	236,006	1,329,513	1,362,453
RHA contributions (thousands of dollars)	948,739	144,768	277,051	1,370,558	1,405,602

*Contribution rate varies.

(c) Accumulated sick leave benefit liability:

The cost of the accrued benefit obligations related to sick leave entitlement earned by employees is actuarially determined using the projected benefit method prorated on service and management's best estimate of inflation, discount rate, employee demographics and sick leave usage of active employees. The RHA has completed an actuarial valuation as of March 31, 2016 and extrapolated results to March 31, 2017. Key assumptions used as inputs into the actuarial calculation are as follows:

	2017	2016
Discount rate	2.5%	2.4%
Rate of inflation	0-2.0%	0-2.0%
(other significant assumptions as per actuarial valuation)		
Accrued benefit obligation, beginning of year	6,563,600	6,521,500
Current period benefit costs	927,700	849,300
Interest expense	184,400	134,300
Actuarial (gains) losses	112,000	59,600
Benefits paid during the year	(1,135,700)	(1,001,100)
Accrued benefit obligation, end of year	$ 6,652,000	$ 6,563,600

12. **Budget**

The RHA Board approved the 2016-2017 budget plan on July 20, 2016.

13. **Financial Instruments**

(a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these consolidated financial statements.

(b) Financial risk management

The RHA has exposure to the following risk from its use of financial instruments: Credit risk, market risk and liquidity risk.

The Chairperson ensures that the RHA has identified its major risks and ensures that management monitors and controls them. The Chairperson oversees the RHA's systems and practices of internal control, and ensures that these controls contribute to the assessment and mitigation of risk.

(c) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Workers' Compensation Board, health insurance companies or other Provinces. Therefore, the credit risk on accounts receivable is minimal. The RHA is also exposed to credit risk from cash, short-term investments and investments.

The carrying amount of financial assets represents the maximum credit exposure as follows:

	2017	2016
Cash and short-term investments	5,664,033	7,063,013
Accounts receivable		
Ministry of Health - General Revenue Fund	762,271	1,136,209
Other	1,774,024	1,342,649
Investments	701,498	518,591
	$ 8,901,826	$ 10,060,462

The RHA manages its credit risk surrounding cash and short-term investments and investments by dealing solely with reputable banks and financial institutions, and utilizing an investment policy to guide their investment decisions. The RHA invests surplus funds to earn investment income with the objective of maintaining safety of principal and providing adequate liquidity to meet cash flow requirements.

13. **Financial Instruments** - continued

(d) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the RHA's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investment.

(i) Foreign exchange risk:

The RHA operates within Canada, but in the normal course of operations is party to transactions denominated in foreign currencies. Foreign exchange risk arises from transactions denominated in a currency other than the Canadian dollar, which is the functional currency of the RHA. The RHA believes that it is not subject to significant foreign exchange risk from its financial instruments.

(ii) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose the RHA to cash flow interest rate risk. The RHA's investments include guaranteed investment certificates and long-term bonds bearing interest at coupon rates. The RHA's mortgages payable outstanding as at March 31, 2017 and 2016 have fixed interest rates.

Although management monitors exposure to interest rate fluctuations, it does not employ any interest rate management policies to counteract interest rate fluctuations.

(e) Liquidity risk:

Liquidity risk is the risk that the RHA will not be able to meet its financial obligations as they become due.

The RHA manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities.

At March 31, 2017, the RHA has a cash balance of $5,664,033 (2016 - $7,063,013).

To ensure Sunrise RHA has sufficient cash on hand, Sunrise RHA prepares annual capital and operating budgets and forecasts which are regularly monitored and updated as necessary. As at March 31, 2017, Sunrise RHA had current operating financial assets of $4,901,243 and current operating liabilities of $39,094,239 which represents a working capital deficit of $34,192,966. Sunrise RHA has current restricted financial assets of $3,299,085 and current restricted liabilities of $1,481,058 which represents a working capital surplus of $1,818,027. As at March 31, 2017, Sunrise RHA has complied with all restrictions placed on contributions received.

13. **Financial Instruments** - continued

(e) Liquidity risk - continued

As at March 31, 2017, Sunrise RHA is committed to the following operating and restricted liabilities, including principal and interest, based on the expected undiscounted cash flows from the reporting date to the contractual maturity date:

	Carrying Amount	Due in Less Than 1 Year	Due in 1-3 Years	Due in 3-5 Years	Due after 5 Years
Accounts payable	2,963,196	2,963,196			
Accrued salaries	6,396,399	6,396,399			
Vacation payable	14,706,909	14,706,909			
Deferred revenue	933,703	933,703			
Long-term debt	11,918,248	1,466,000	2,979,800	2,989,200	4,483,248
Other current liabilities	1,167,377	1,167,377			
Total Financial Liabilities	$ 38,085,832	$ 27,633,584	$ 2,979,800	$ 2,989,200	$ 4,483,248

(f) Fair value

The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:

- cash and short-term investments
- accounts receivable
- bank indebtedness
- accounts payable
- accrued salaries and vacation payable

The fair value of mortgages payable and long-term debt before the repayment required within one year is $11,918,248 (2016 - $13,501,347) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

Fair value is best evidenced by an independent quoted market price for the same instrument in an active market. An active market is one where quoted prices are readily available, representing regularly occurring transactions. Accordingly, the determination of fair value requires judgment and is based on market information where available and appropriate. Fair value measurements are categorized into levels within a fair value hierarchy based on the nature of the inputs used in the valuation.

Level 1 – Where quoted prices are readily available from an active market.
Level 2 – Valuation model not using quoted prices, but still using predominantly observable market inputs, such as market interest rates.
Level 3 – Where valuation is base on unobservable inputs. There were no items measured at fair value using level 3 in 2016 or 2017.

13. **Financial Instruments** - continued

(f) Fair value - continued

There were no items transferred between levels in 2016 or 2017.

	2017			2016		
	Level 1	Level 2	Total	Level 1	Level 2	Total
Long-term investments		701,498	701,498		518,591	518,591
Mortgages payable		11,918,248	11,918,248		13,501,347	13,501,347
	$ 0	$ 12,619,746	$ 12,619,746	$ 0	$ 14,019,938	$ 14,019,938

(g) Operating line-of-credit

The RHA has an approved operating line-of-credit of $15,750,000 (2016 - $15,750,000) with interest charged at a rate of prime less 1.00%, which was renegotiated for a 5-year term which expires in April 2021. The line-of-credit is secured by an assignment of grants and revenues of the RHA. Total interest paid on the line-of-credit in 2017 was $241,279 (2016 - $282,025). The line-of-credit was approved by the Minister on October 7, 1998.

The affiliates also have operating lines-of-credit with limits totalling $650,000 (2016 - $650,000). These lines-of-credit are secured by an assignment of grants and revenues from the RHA. Total interest paid on these lines-of-credit in 2017 was $2,845 (2016 - $475).

14. **Interfund Transfers**

Each year, the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2017			2016		
	Operating Fund	Capital Fund	Community Trust and Endowment Funds	Operating Fund	Capital Fund	Community Trust and Endowment Funds
Energy renewal program savings	(1,057,260)	1,057,260		(1,057,260)	1,057,260	
Replacement reserve allocations	(128,260)	128,260		(128,260)	128,260	
Mortgage principal and interest paid by operating fund	(910,708)	910,708		(884,667)	884,667	
Capital asset purchases by other funds	(14,993)	31,859	(16,866)	(219,133)	228,508	(9,375)
Operating expenditures financed by other funds	120,972	(120,972)		103,613	(103,613)	
	$(1,990,249)	$ 2,007,115	$(16,866)	$(2,185,707)	$ 2,195,082	$(9,375)

15. Community-Generated Funds

Under the terms of the pre-amalgamation agreement, the RHA has agreed to hold community-generated assets in trust. The RHA established a separate fund for the assets of each trust. Health corporations formerly held these assets before amalgamating with the RHA. The assets are interest-bearing with the interest credited to the trust balance. The RHA presently administers $65,308 (2016 - $64,727) under these agreements.

Following is the status of the trust funds at March 31, 2017:

Each trust fund has a "trust advisory committee" which is appointed by the various towns, villages, hamlets and rural municipalities served by the pre-amalgamation agency. The trust funds are for the benefit of the ratepayers of the various municipalities and shall be used for health-related purposes. The committees have the power to establish rules and procedures, and the majority decision of the committees shall be binding upon the RHA with respect to any use of the trust fund.

16. Energy Renewal Project

Energy performance contracting is a unique program that allows the RHA to implement facility improvements, reduce energy costs, and improve health and comfort conditions while contributing to the province's environmental objectives. SaskPower Energy Solutions performed extensive research to establish a baseline of annual cost savings they guarantee as part of this project. The project is expected to provide utility cost savings that will pay for the cost and financing of this project within an established time frame. Any additional savings are calculated and verified by methods established in the contract and are applied to the loan. Sunrise RHA entered into a guaranteed energy performance savings contract with SaskPower Energy Solutions Company.

The total cost of the energy performance contracts is $14,724,459 plus GST. The construction costs have been financed through term debt facilities which are disclosed in note 5.

Results of the energy renewal project since its inception are:

	2017	2016	Prior	Total
Estimated utility savings	$ 1,057,252	$ 1,057,252	$ 5,845,774	$ 7,960,278
Interest costs	299,118	327,995	2,710,113	3,337,226

17. Pay for Performance

As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the 2014-15 to 2016-17 fiscal years. This compensation plan was introduced in April 2011 and it allowed senior employees to be eligible to earn lump-sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump-sum performance adjustments related to the previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for 2014-15 to 2016-17.

18. Collective Bargaining Agreements

The Saskatchewan Union of Nurses (SUN) contract is in effect until March 31, 2018. The Health Sciences Association of Saskatchewan (HSAS) is in effect until March 31, 2018. The CUPE contract expired March 31, 2017.

19. Restructuring

The Government of Saskatchewan has announced its intention to consolidate the province's twelve existing Regional Health Authorities, including Sunrise Regional Health Authority, into one single Provincial Health Authority. The consolidation is expected to occur in Fall 2017. Although Sunrise Regional Health Authority will be dissolved upon completion of the consolidation, it is expected its assets, liabilities, and operations will continue as part of the Provincial Health Authority. As a result, these financial statements have been prepared on a going concern basis.

Sunrise Regional Health Authority

Schedule of Expenses by Object
For the year ended March 31, 2017 **Schedule 1**

	Budget 2017	Actual 2017	Actual 2016
Operating			
Advertising and public relations	131,468	163,843	147,045
Board costs	99,679	83,141	90,196
Compensation - benefits	30,034,646	27,981,764	28,303,401
Compensation - salaries	140,954,139	143,325,328	145,115,133
Continuing education fees and materials	279,478	267,686	188,778
Contracted-out services - other	1,967,392	1,808,735	2,874,148
Diagnostic imaging supplies	159,464	98,159	169,597
Dietary supplies	262,540	328,098	305,569
Drugs	2,132,091	2,207,441	2,074,169
Food	3,215,716	3,222,103	3,272,626
Grants to ambulance services	3,783,705	3,783,705	3,891,986
Grants to health care organizations and affiliates	2,481,578	2,535,922	1,675,533
Housekeeping and laundry supplies	1,226,198	1,346,589	1,380,468
Information technology contracts	1,409,137	1,827,944	1,282,110
Insurance	514,807	424,842	441,813
Interest	306,411	289,021	315,102
Laboratory supplies	1,256,857	1,308,541	1,328,517
Medical and surgical supplies	3,747,034	4,088,075	3,896,355
Medical remuneration and benefits	13,418,255	12,499,157	11,703,873
Meetings	85,577	63,403	68,009
Office supplies and other office costs	1,492,018	1,524,969	1,738,009
Other	127,813	352,110	453,895
Professional fees	1,275,846	1,372,839	1,318,950
Prosthetics	143,641	99,338	188,588
Purchased salaries	296,946	607,454	82,658
Rent/lease/purchase costs	3,615,553	4,060,236	3,614,478
Repairs and maintenance	2,792,211	2,888,224	2,411,637
Supplies - other	475,468	459,511	516,831
Therapeutics - supplies	98,579	142,492	110,430
Travel	2,187,064	2,372,689	2,372,550
Utilities	3,191,177	3,103,781	3,090,443
	$ 223,162,488	$ 224,637,140	$ 224,422,897
Restricted			
Amortization		6,955,709	6,970,868
Mortgage interest expense		451,651	530,143
Other		1,000	
		$ 7,408,360	$ 7,501,011

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Cash and Investments

As at March 31, 2017

Schedule 2

	Fair Value	Effective Rate
Restricted Investments*		
Cash and Short-Term Investments		
Cash, chequing and savings accounts	3,232,425	0-1.25%
Total Cash and Short-Term Investments	3,232,425	
Long-Term Investments		
Total Long-Term Investments	0	
Total Restricted Investments	$ 3,232,425	
Unrestricted Investments		
Cash and Short-Term Investments		
Cash, chequing and savings accounts	2,431,608	0-1.25%
Total Cash and Short-Term Investments	2,431,608	
Long-Term Investments		
Equity in Co-operatives	17,193	0.00%
Notes receivable - physicians	684,305	0.00%
Total Long-Term Investments	701,498	
Total Unrestricted Investments	$ 3,133,106	
Total Investments	$ 6,365,531	
Restricted and Unrestricted Totals		
Total Cash and Short-Term Investments	5,664,033	
Total Long-Term Investments	701,498	
	$ 6,365,531	

The carrying amounts of the long-term investments approximate fair value.

* Restricted investments consist of:
  - Community-generated funds transferred to the RHA and held in the Community Trust Fund (Schedule 3);
  - Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation (CMHC) held in the Capital Fund (Schedule 4); and
  - Endowment Fund (Schedule 3).

Sunrise Regional Health Authority

Schedule of Externally-Restricted Funds

For the year ended March 31, 2017

Schedule 3

Community Trust	Balance, Beginning of Year	Investment Income	Expenses	Withdrawals	Balance, End of Year
Pre-Amalgamation Trust Accounts - Non Government of Sask Initiatives					
Centennial Special Care Home	4,650	33			4,683
Foam Lake primary care	13,468	100			13,568
Theodore Health Centre	46,609	448			47,057
	64,727	581	0	0	65,308
Endowment Fund					
Endowment Fund - Non Government of Sask Initiatives					
Dr. Borys Tolczynski Memorial Fund	314,965	2,688	0	(17,865)	299,788
	$ 379,692	$ 3,269	$ 0	$(17,865)	$ 365,096

Capital Fund	Balance, Beginning of Year	Investment Income	Donations	Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, End of Year
Capital Fund - Donations for Capital Assets - Non Government of Sask Initiatives						
Canora Home Care	735	6				741
Canora Hospital	98,160	386		(396)		98,150
CEC Primary Care	76,909	723		(1,464)		76,168
Esterhazy C.S.C.H.	126,340	1,506	2,271	(1,794)	(39,342)	88,981
Esterhazy EMS	1,149					1,149
Esterhazy Home Care	65,631	639	452			66,722
Foam Lake Home Care	3,110	30				3,140
Foam Lake Jubilee Home	17,808	177	6,073	(4,095)		19,963
Gateway Lodge - Canora	83,501	659				84,160
Invermay Health Centre	1,419	2	60	(630)		851
Ituna Pioneer Healthcare Centre	3,998	45	2,358	(455)		5,946
Kamsack Home Care	6,366	42		(595)		5,813
Kamsack Hospital	253,132	1,778				254,910
Kamsack Nursing Home	55,641	382			(3,842)	52,181
Lakeside Manor Care Home	25,007	224	1,560	(2,950)	(5,078)	18,763
Langenburg Health Centre	58,885	520	1,855	(8,075)	(21,815)	31,370
Langenburg Home Care	1,378		330			1,708
Melville Home/Palliative Care & Wellness	11,077	100	1,247	(1,496)		10,928
Mental Health	1,605	12	600	(600)		1,617
Norquay Health Centre	29,172	214	18,396	(18,298)	(3,782)	25,702
Parkland Alcohol & Drug Services	8,323	262	36,000	(35,852)		8,733
Preeceville Home Care	3,745	29	180			3,954
Preeceville Hospital	203,899	314	2,040	(509)		205,744
Preeceville Hospital LT care	6,000	23	3,475	(210)	(3,025)	6,263
Primary care	3,663	35				3,698
Rama First Responders	1,258	9		(1,267)		
St. Anthony's Hospital	9,172		3,100			12,272
South district - other	5,867	67				5,934
Sunrise regional donations	77,539	926	3,262	(6,838)		74,889
Theodore Health Centre	7,893		33,425			41,318
Therapies	1,663		1,200	(301)		2,562
Yorkton District Nursing Home	8,491	173	130,203	(5,045)		133,822
Yorkton Home/Palliative Care	53,019	455	1,085	(11,947)		42,612
Yorkton R. H. C.	89,173	1,121	201,042	(18,181)	(63,506)	209,649
	$ 1,400,728	$ 10,859	$ 450,214	$(120,998)	$(140,390)	$ 1,600,413

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Internally-Restricted Funds

For the year ended March 31, 2017

Schedule 4

	Balance, Beginning of Year	Investment Income Allocated	Annual Allocation from Unrestricted Fund	Transfer to Unrestricted Fund (Expenses)	Transfer to (from) Investment in Capital Asset Fund Balance	Balance, End of Year
Capital						
Replacement reserve funds						
Esterhazy Centennial Special Care Home	33,558	244	13,008		(27,250)	19,560
Foam Lake Jubilee Home	25,477	284	11,592		(7,227)	30,126
Gateway Lodge - Canora	116,405	1,165	14,256		(37,615)	94,211
Invermay Health Centre	18,224	187	7,008		(14,017)	11,402
Ituna Pioneer Healthcare Centre	12,567	144	5,604			18,315
Kamsack Nursing Home	90,112	621	14,592		(74,270)	31,055
Lakeside Manor Care Home	27,222	293	8,004		(11,376)	24,143
Langenburg Health Care Complex	19,333	219	10,284		(7,592)	22,244
Norquay Health Centre	3,521	44	7,008		(4,203)	6,370
St. Paul Lutheran Home	3,857		15,400	(15,644)		3,613
Yorkton & District Nursing Home	18,105	206	21,504		(25,720)	14,095
	368,381	3,407	128,260	(15,644)	(209,270)	275,134
Other internally-restricted funds						
Funds for future capital expenditures	3,234,023	21,229	0	0	(564,265)	2,690,987
	3,602,404	24,636	128,260	(15,644)	(773,535)	2,966,121
Operating						
Other internally-restricted funds						
St. Paul Lutheran Home	26,128	22,567		(33,830)		14,865
St. Peter's Hospital	22,702	308				23,010
	48,830	22,875	0	(33,830)	0	37,875
Total Internally-Restricted Funds	$ 3,651,234	$ 47,511	$ 128,260	$(49,474)	$(773,535)	$ 3,003,996

The accompanying notes and schedules are part of these consolidated financial statements.

Sunrise Regional Health Authority

Schedule of Board Remuneration, Benefits and Allowances

For the year ended March 31, 2017

Schedule 5

	Retainer	Per Diem	Travel Time Expenses	Travel and Sustenance Expenses	Other Expenses	CPP	Total 2017	Total 2016
RHA Members								
Lawrence Chomos		300		76			376	33,365
Gatze Drayer		2,475		2,150		218	4,843	4,964
Gordon Gendur		2,025		587	1,418	50	4,080	1,877
Garth Harris		4,150		2,288		141	6,579	3,480
Janet Hill								1,577
Doris Kopelchuk								2,300
Glen Leontowich		2,338		679		82	3,099	1,858
Don Rae	9,960	7,550		1,590	33	673	19,806	2,273
Dave Schappert		3,775		2,268			6,043	3,192
Deb Schmidt		3,188		1,293	32	111	4,624	3,314
Walter Streelasky								864
Shirley Wolfe Keller		4,629		3,865	7	121	8,622	4,856
	$ 9,960	$ 30,430	$ 0	$ 14,796	$ 1,490	$ 1,396	$ 58,072	$ 63,920

	2017					2016		
	Salaries	Benefits and Allowances	Subtotal	Severance Amount	Total	Salaries, Benefits and Allowances	Severance	Total
Senior Employees								
Suann Laurent, CEO	336,726	1,043	337,769		337,769	319,223		319,223
Christina Denysek, Interim CEO	44,251	15	44,266		44,266			
Dr. Fourie, Senior VP of Medical Services	147,986		147,986		147,986	144,429		144,429
Dr. Louw, Deputy Senior Medical Officer						7,803		7,803
Dr. Koudsi, Deputy Senior Medical Officer	31,214		31,214		31,214	31,214		31,214
Christina Denysek, VP of Human Resources	184,987	50	185,037		185,037	215,464		215,464
Trent Szabo, VP of Strategy & Partnership	28,166	15	28,181		28,181			
Lorelei Stusek, VP of Corporate Services	217,580	6,328	223,908		223,908	203,091		203,091
Sandy Tokaruk, VP of Community Services	172,154	65	172,219	175,543	347,762	141,549		141,549
Roberta Wiwcharuk, VP of Health Services	208,273	65	208,338		208,338	192,951		192,951
	$ 1,371,337	$ 7,581	$ 1,378,918	$ 175,543	$ 1,554,461	$ 1,255,724	$ 0	$ 1,255,724

(1) Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lump-sum payments, and any other direct cash remuneration. As part of government-wide fiscal restraint measures, the pay for performance compensation plan has been suspended for the fiscal years 2014-15 to 2016-17. This compensation plan was introduced in April 2011 and allowed senior employees to be eligible to earn lump sum performance adjustments of up to 110% of their base salary. In prior years, senior employees were paid 90% of current base salary and lump-sum performance adjustments related to the previous year. Due to the suspension of the pay for performance compensation plan, senior employees will receive 100% of their base salary for the fiscal years 2014-15 to 2016-17.

(2) Benefits and Allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes taxable professional development, education for personal interest, non-accountable relocation benefits and personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

The accompanying notes and schedules are part of these consolidated financial statements.